



City of
Ipswich

AGENDA

COMMUNITY AND SPORT COMMITTEE

Tuesday, 21 April 2026

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

MEMBERS OF THE COMMUNITY AND SPORT COMMITTEE

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. 2026(03)

21 APRIL 2026

AGENDA

ATTENDANCE AND APOLOGIES

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

1. **RESPONSE TO NOTICE OF MOTION - SPONSORSHIP SIGNAGE AT COUNCIL OWNED SPORTING FACILITIES**

This is a report responding to a Notice of Motion submitted by Councillor Jacob Madsen at the Council Ordinary Meeting of 30 October 2025, requesting that a report be provided to a future council meeting examining:

1. How Council currently regulates Sponsorship signage at Council owned sporting facilities, and;
2. What options are available to allow Community Clubs to display signage to attract sponsorship and further revenue.

RECOMMENDATION

That the response to the Notice of Motion – Sponsorship Signage at Council Owned Sporting Facilities be received and its contents noted.

CONFIRMATION OF MINUTES

2. **CONFIRMATION OF MINUTES OF THE COMMUNITY AND SPORT COMMITTEE NO. 2026(02) OF 17 MARCH 2026**

RECOMMENDATION

That the minutes of the Community and Sport Committee held on 17 March 2026 be confirmed.

OFFICERS' REPORTS

3. **COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT FROM 1 JANUARY TO 31 MARCH 2026**

This is a report concerning the allocation of Council's Community Funding and Support Program from 1 January to 31 March 2026.

In the three (3) months from 1 January to 31 March 2026, Council approved 49 applications from 47 unique applicants, allocating a total of \$145,346.72 for a variety of community events and projects.

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

RECOMMENDATION

That the report concerning the allocation of Council's Community Funding and Support Programs from 1 January to 31 March 2026 be received and the contents noted.

4. **CUSTOMER EXPERIENCE REPORT - 1 OCTOBER 2025 TO 31 MARCH 2026**

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 October 2025 to 31 March 2026 concerning Council's Customer Experience program of work be received and contents noted.

5. **REPORT - MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01) OF 23 MARCH 2026**

This is the report of the Multicultural Advisory Committee No. 2026(01) of 23 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Multicultural Advisory Committee No. 2026(01) of 23 March 2026.

6. ****REPORT - SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02) OF
26 MARCH 2026**

This is the report of the Sport and Recreation Advisory Committee No. 2026(02) of 26 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Sport and Recreation Advisory Committee No. 2026(02) of 26 March 2026.

7. ****REPORT - LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE
NO. 2026(02) OF 26 MARCH 2026**

This is the report of the Libraries and Customer Services Advisory Committee No. 2026(02) of 26 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Libraries and Customer Services Advisory Committee No. 2026(02) of 26 March 2026.

NOTICES OF MOTION

MATTERS ARISING

QUESTIONS / GENERAL BUSINESS

Doc ID No: A12531742

ITEM: 1

SUBJECT: RESPONSE TO NOTICE OF MOTION - SPONSORSHIP SIGNAGE AT COUNCIL OWNED SPORTING FACILITIES

AUTHOR: COMMUNITY AND SPORT MANAGER

DATE: 6 MARCH 2026

This is a report responding to a Notice of Motion submitted by Councillor Jacob Madsen at the Council Ordinary Meeting of 30 October 2025, requesting that a report be provided to a future council meeting examining:

1. How Council currently regulates Sponsorship signage at Council owned sporting facilities, and;
2. What options are available to allow Community Clubs to display signage to attract sponsorship and further revenue.

RECOMMENDATION/S

That the response to the Notice of Motion – Sponsorship Signage at Council Owned Sporting Facilities be received and its contents noted.

RELATED PARTIES

There are no discernible related party or conflict of interest implications associated with this report or its recommendations.

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The Notice of Motion submitted by Councillor Jacob Madsen at the Ordinary Council Meeting on 30 October 2025 requested that a report be prepared outlining how Council currently regulates sponsorship signage at Council-owned sporting facilities, and what options are available to support community clubs in displaying signage to attract sponsorship and generate additional revenue.

This request comes at a time when many community sporting clubs are actively seeking to strengthen their financial sustainability. Clubs are increasingly exploring alternative funding streams to supplement or offset traditional fundraising activities, which has led to a rise in enquiries about what types of sponsorship signage are permitted at Council-owned venues and what opportunities may be available to support their revenue generation.

Currently, Council does not have a formal process in place to regulate sponsorship signage at Council-owned sporting facilities, aside from the requirement for clubs to display a co-branded sign featuring the Ipswich City Council logo. This lack of a structured approach has resulted in inconsistent practices across venues and increasing uncertainty for community sporting clubs seeking to secure sponsorship and generate revenue through signage opportunities.

In response, officers have undertaken a review of Council's approach to sponsorship signage, resulting in the establishment of the draft Sports Venue Signage Guidelines provided as Attachment 1. These draft guidelines provide a clear and consistent framework to support community sport and ensure signage is managed appropriately across Council-owned venues.

As part of this work, officers also completed an assessment of 44 Council sporting venues to determine what signage options are feasible at each location. The outcome of this assessment indicates that all venues have at least one viable option for club sponsorship signage.

Of the 44 venues assessed, the analysis shows:

- 5 venues (11%) can accommodate portable sponsorship wedges only
- 2 venues (4%) can support signage on dugouts or other ancillary structures only
- 24 venues (55%) have the option for fencing signage only
- 13 venues (30%) have multiple signage options, typically including fencing and dugout signage

Importantly, this means 100% of Council venues assessed have at least one signage option available under the draft guidelines.

LEGAL IMPLICATIONS

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

POLICY IMPLICATIONS

While Council does not currently have a specific policy governing sponsorship signage at Council-owned sporting facilities, the matter is still informed by the existing regulatory instruments. Temporary signage falls under the Local Law requirements for advertising devices, which set minimum standards for size, placement and safety. Permanent or fixed signage is regulated through the Ipswich Planning Scheme, which generally requires development approval unless exempt and includes provisions to ensure signage aligns with amenity and built-form considerations.

RISK MANAGEMENT IMPLICATIONS

While the establishment of formal signage guidelines and the assessment of all sporting venues provide a clear framework for managing sponsorship signage, several risks remain that Council should consider:

- **Expectation Management:** Community clubs may expect immediate approval of signage once guidelines are adopted. Where venues have limited signage options, clubs may express dissatisfaction or perceive inequity.
- **Consistency of Application:** Implementing the guidelines across 44 venues will require consistent interpretation by officers. Without clear internal processes, there is a risk of inconsistent decision-making or perceived favouritism.
- **Operational and Compliance Oversight:** Increased signage activity may require additional monitoring to ensure clubs comply with size, placement, and duration requirements. Insufficient oversight could lead to non-compliant signage or reputational impacts.
- **Infrastructure Limitations:** Some venues have minimal feasible signage options due to physical constraints. Clubs at these locations may feel disadvantaged, which could impact relationships with Council or reduce their ability to attract sponsorship.
- **Future Requests for Infrastructure Upgrades:** Clubs at venues with limited signage options may seek infrastructure improvements (e.g., fencing, dugouts) to enable signage opportunities, which could create financial or resource pressures.
- **Brand and Visual Impact:** Sponsorship signage, if not managed carefully may affect the visual amenity. Community feedback may arise if signage is perceived as excessive or inappropriate.

FINANCIAL/RESOURCE IMPLICATIONS

Implementation of the Sports Venue Signage Guidelines is not expected to have an immediate direct financial impact; however, the ongoing operational and resource requirements will need to be considered. The assessment, approval and monitoring of sponsorship signage across 44 venues will require continued officer time, potentially increasing workload for Sport and Recreation officers.

Opportunities for cost recovery, such as signage application fees or annual permits may be explored in future to help offset operational resourcing requirements.

COMMUNITY AND OTHER CONSULTATION

- Manager Community and Cultural Services
- Manager Marketing and Promotions
- Manager Compliance
- Community and Sport Manager
- Coordinator Sport and Recreation

CONCLUSION


The introduction of formal Sports Venue Signage Guidelines, supported by a comprehensive assessment of all 44 Council-owned sporting venues, represents a significant step toward providing clarity, consistency and transparency for community sporting clubs seeking to enhance their financial sustainability through sponsorship.

The analysis demonstrates that every venue has at least one compliant signage option available, offering equitable opportunities for clubs to pursue revenue generation while ensuring signage is managed in a way that protects the amenity of Council facilities.

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

1.	DRAFT Sports Venue Signage Guidelines. ↓ 
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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”

Fact Sheet

Sports Venue Signage Guidelines

Ipswich City Council

Introduction

The Sports Venue Signage Guidelines have been developed to guide the approval and installation of signage by tenant clubs at council's sports venues.

Purpose

These guidelines establish a framework for the approval of signage at council sporting venues to ensure:

- signage installation is of an acceptable and safe standard
- installation aligns with adopted council policies
- consistency in approvals for community groups displaying signs
- clubs are supported in deriving reasonable income from venue signage
- facilities remain accessible and safe for all community members
- the visual amenity of sporting venues and open space is maintained.

Scope

These guidelines apply to all council owned and managed sports venues with active playing surfaces and associated facilities, including sports fields, clubhouses, toilets, buildings and other infrastructure such as scoreboards, coaches' boxes, shelters and fencing used under seasonal or annual permits, leases or licences.

The guidelines do not apply to general parks with no active sporting facilities, such as playgrounds, walking trails and picnic areas used primarily for informal recreation.

Only tenant clubs located within Ipswich City Council LGA are eligible to erect sponsorship signage at sporting venues within Ipswich.

Advertising vs Sponsorship

Signage that promotes a business not operating on the property where the sign is displayed is considered third-party advertising and may be subject to an annual sign licence fee.

Sponsorship signage at sports venues does not attract a licence fee if it complies with these guidelines. Sponsorship signage must be directed to venue participants and visitors of the resident club or association, not to passing motorists, pedestrians, users of other clubs at multisport venues, or neighbouring properties.

Signs installed that do not meet the sponsorship provisions may attract an annual fee.



Guidelines

Ipswich City Council has a responsibility to ensure signage is installed consistently, safely and without detracting from the visual amenity of the venue.

Application Process

Written permission is required from Council's Sport and Recreation team for the installation of any signage at a council owned or managed venue.

Please email details to sportrecreation@ipswich.qld.gov.au

General Conditions

- Signs must be structurally sound and kept in good order and repair.
- Signs must be constructed of quality materials which are able to be maintained in a neat and tidy manner at all times.
- Signs must not cause danger to the public.
- Signs must be safely affixed to a solid structure.
- Signs must be installed within the club's designated area.
- Signs must acknowledge only current sponsors.
- Signs must not directly or immediately face public roads (other than internal roads), residential properties or public places outside the sports complex.
- Signs must not be artificially illuminated except by incidental spill light.
- Clubs are responsible for repairing any damage caused to structures by signage.

Signage Content

- Signage must be appropriate for a public venue and must not be offensive or discriminatory.
- Signage must not reinforce harmful gender norms or contribute to gender-based inequities.

Signage Location

Signs must face inward towards venue users and must not be positioned to be viewed by people outside the venue.

Fencing Signage

- Maximum size: 5 m².
- Maximum height: the height of the fence.
- Must not protrude beyond the structure.
- Must be mounted in a safe manner.
- External perimeter signage is only permitted directly in front of clubhouses and must not be visible beyond the venue.
- Consideration must be given to wind loading on fencing.
- Scrim signage is supported as it improves visual appearance, reduces wind loading and is easy to remove and replace.



Item 1 / Attachment 1.



Clubhouse Signage

- Should be limited to venue or club name signage.
- Should not result in alternation to the silhouette of a building by extending vertically beyond or above walls, parapets or roofs.
- Not cover or obscure architectural features of a building.



Ancillary Structure Signage (e.g. shelters, dugouts)

- Maximum size: 10 m².
- Maximum side length: 5 m.
- Maximum height: 5 m above ground or the structure height, whichever is lower.
- Must not protrude beyond the structure.



Scoreboard Signage

- Must not detract from the main purpose of the scoreboard.
- Must not cover more than 25% of the scoreboard surface.
- Must not be visible beyond the venue.

Sponsorship Wedges

- Maximum size: up to 3m².
- Maximum height: 0.6m.





Prohibited Locations

- Signs must not be painted directly onto any building, structure or roof.
- Signs (wedges) must not be within active run-off zones or areas posing safety risks to players or spectators.

Other Criteria

- Freestanding signs will not be permitted except in extenuating circumstances where no other display option exists. (excluding sponsorship wedges).
- Clubs must remove all signs within 10 working days of a Council request to provide a clean venue for Council managed events.
- Clubs may not enter commercial agreements to alter venue names or install permanent signage relating to reserve names.
- Where there is no shared sponsorship agreement between seasonal tenants, signage must be removed at season's end or Council will remove it at the club's cost.

Signage Maintenance

- Signs are considered club assets and must be inspected and maintained regularly.
- Clubs are responsible for removing graffiti, damaged or unsafe signage immediately and at their own cost.

Existing Advertising Signage

- Clubs have one year from receipt of these guidelines to ensure existing signage complies.
- After this period, non-compliant signage may be removed by council.
- Dangerous signage may be removed immediately.
- Costs associated with removal or reinstatement of signage are the responsibility of the club.

Review of Guidelines

These guidelines will be reviewed three years from the date of approval or earlier if required.



COMMUNITY AND SPORT COMMITTEE NO. 2026(02)

17 MARCH 2026

MINUTES

COUNCILLORS' ATTENDANCE:

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

COUNCILLOR'S APOLOGIES:

Nil

OFFICERS' ATTENDANCE:

Chief Executive Officer (Sonia Cooper), General Manager, Corporate Services (Matt Smith), General Manager, Community Cultural and Economic Development (Ben Pole), General Manager Corporate Services (Matt Smith), General Manager Asset and Infrastructure Services (Seren McKenzie), Community and Sport Manager (Melissa Dower), Coordinator, Community Wellbeing (Marnie Orr), Manager, Community and Cultural Services (Don Stewart), Precinct Director (James Hepburn), Manager Media, Communications and Engagement (Mark Strong), Senior Media Advisor (Darrell Giles) and Venue Technician (Trent Gray)

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

Councillor Jacob Madsen (Chairperson) delivered the Acknowledgement of Country

Mayor Teresa Harding arrived at the meeting at 11.30am.

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. 2026(01) OF 17 FEBRUARY 2026

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor David Martin:

That the minutes of the Community and Sport Committee held on 17 February 2026 be confirmed.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Harding

Jonic

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

Councillor Marnie Doyle arrived at the meeting at 11.31am.

OFFICERS' REPORTS

2. ACTIVE AND HEALTHY 2025 REPORT

This is a report concerning the evaluation of the Active and Healthy program based on participant feedback received from the 2025 calendar year.

The Active and Healthy Program supports and encourages the Ipswich community to become more active and develop connections through a range of free and low-cost group sports, recreation and wellness activities.

RECOMMENDATION

Moved by Deputy Mayor Nicole Jonic:

Seconded by Councillor Marnie Doyle:

That the report on the Active and Healthy Program for the 2025 calendar year be received and the contents noted.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Harding

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3. REPORT - SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(01) OF
26 FEBRUARY 2026

This is the report of the Sport and Recreation Advisory Committee No. 2026(01) of 26 February 2026.

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor David Martin:

That Council adopt the recommendations of the Sport and Recreation Advisory Committee No. 2026(01) of 26 February 2026.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Harding

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

1. CONFIRMATION OF MINUTES OF THE SPORT AND RECREATION ADVISORY COMMITTEE
NO. 2025(04) OF 6 NOVEMBER 2025

RECOMMENDATION

That the minutes of the Sport and Recreation Advisory Committee held on 6 November 2025 be confirmed.

2. AGENDA: GEORGE ALDER TENNIS CENTRE AND DRAFT NORTH IPSWICH RESERVE MASTER PLAN

This is a cover report summarising the agenda for the Thursday 26 February 2026 Sport and Recreation Advisory Committee Meeting Agenda to include discussion on the George Alder Tennis Centre and the Draft North Ipswich Reserve Master Plan.

RECOMMENDATION

The items on the agenda are provided for discussion

DISCUSSION

The Committee discussed the North Ipswich Reserve Draft Master Plan configuration options and the George Alder Tennis Centre Facility Overview, including the current landscape, drivers for change and further landscape.

ACTION

- *Manager Community and Cultural Services to commence progress planning for court conversion option for the George Alder Tennis Centre and provide a report to a future meeting for consideration.*
- *Manager Community and Cultural Services to refine the multiple configuration options for the North Ipswich Reserve Draft Master Plan with a singular option. Manager Community and Cultural Services to also assess the planning perspective and high-level cost estimates, and provide a report to a future meeting for consideration.*

4. REPORT - LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2026(01) OF 26 FEBRUARY 2026

This is the report of the Libraries and Customer Services Advisory Committee No. 2026(01) of 26 February 2026.

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor Jim Madden:

That Council adopt the recommendations of the Libraries and Customer Services Advisory Committee No. 2026(01) of 26 February 2026.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Harding

NEGATIVE

Councillors:

Nil

Jonic
Doyle
Antonioli
Martin
Madden

The motion was put and carried.

1. CONFIRMATION OF MINUTES OF THE LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2025(04) OF 6 NOVEMBER 2025

RECOMMENDATION

That the minutes of the Libraries and Customer Services Advisory Committee held on 6 November 2025 be confirmed.

2. AGENDA: SERVICE IMPACTS - 36.25 HOUR WEEK, LIBRARIES OPENING HOURS AND LIBRARIES AFTER HOURS

This is a cover report summarising the agenda for the Thursday 26 February 2026 Libraries and Customer Services Advisory Committee.

RECOMMENDATION

The items on the agenda are provided for discussion.

DISCUSSION

The committee discussed the service impacts of a 36.25 hour week, libraries after hours and libraries opening hours options.

ACTION

That Option 6 is included in upcoming budget discussions.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

QUESTIONS / GENERAL BUSINESS

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 11.29 am.

The meeting closed at 11.43 am.

Doc ID No: A12761737

ITEM: 3

SUBJECT: COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT FROM 1 JANUARY TO 31 MARCH 2026

AUTHOR: SENIOR COMMUNITY FUNDING OFFICER

DATE: 8 APRIL 2026

EXECUTIVE SUMMARY

This is a report concerning the allocation of Council's Community Funding and Support Program from 1 January to 31 March 2026.

In the three (3) months from 1 January to 31 March 2026, Council approved 49 applications from 47 unique applicants, allocating a total of \$145,346.72 for a variety of community events and projects.

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

RECOMMENDATION/S

That the report concerning the allocation of Council's Community Funding and Support Programs from 1 January to 31 March 2026 be received and the contents noted.

RELATED PARTIES

- A conflict of interest was declared by Cr Marnie Doyle in relation to an application made for Councillor Discretionary Funds by the Ipswich Grammar School Parents and Friends Association in that she has a child at the school. As there was no personal benefit (financial or otherwise), Cr Doyle did allocate funds towards the application.
- A conflict of interest was declared by Alicia Lopez in relation to an application made for the Regional Arts Development Fund Professional Development program by Caroline Cheyne in that she has engaged the artist for a Council event and recommended her for future events. Ms Lopez did not assess the application.
- A conflict of interest was declared by Claire Sourgnes in relation to an application made for the Regional Arts Development Fund Professional Development program by Deb Mostert in that the artist has had an exhibition in the Gallery and Ms Sourgnes knows her quite well. Ms Sourgnes did not assess the application.

IFUTURE THEME

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

PURPOSE OF REPORT/BACKGROUND

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

Pillar 1 – Capacity Building and Resilience

- Community and charitable groups/organisations, services, businesses, and government agencies are working together to achieve goals that are driven by community aspirations
- Community is empowered and has the skills and resources to increase their independent and sustainability to continue to design and deliver community led initiatives
- Community development continues to champion and lead the contemporary community development principles

Pillar 2 – Wellbeing

- Our community is progressive, innovative and community stakeholders are empowered and supported to address the social and economic issues and together we collaborate for positive change
- Increased support and initiatives for health and wellbeing in local communities
- Improved coordination, promotion and participation of initiatives and activities to celebrate and acknowledge significant weeks and celebrations

Pillar 5 – Civic Participation and Leadership

- We listen to our key stakeholders. Community needs and aspirations are responded to by collectively engaging with community leaders and key stakeholders
- Increase community ties with council representatives
- Improved and increased capability of volunteer leaders, community organisations and groups

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

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

The information provided in this report and its attachment details funding allocations through each of the available programs from 1 January to 31 March 2026.

Civic and Ceremonial Events Funding	
Funding up to \$10,000.00	
Successful applications: 7	Total funds allocated: \$22,632.79
The approved applications are for funding towards several ANZAC Day services and the Ipswich Labour Day Family Fun Day.	

Community Events Funding	
Funding up to \$5,000.00	
Additional funding up to \$2,500.00 towards bin and/or toilet hire	
Successful applications: 14	Total funds allocated: \$50,669.46
The approved applications are for funding towards multicultural and sporting events, easter events, youth events, and family fun days.	

Councillor Discretionary Funds	
Funding up to \$10,000.00 (with a max of \$2,000.00 per Councillor)	
Successful applications: 19	Total funds allocated: \$54,078.47
The approved applications include equipment and furniture purchases, various family and sporting events, and the creation of new public artworks.	

Regional Arts Development Fund	
Professional Development funding - up to \$2,000.00	
Time and Space funding - up to \$2,000.00	
Successful applications: 9	Total funds allocated: \$17,966.00
Approved applications are for funding towards professional development opportunities that will assist in creating new music, new digital art, and delivering an artistic workshop, as well as exhibitions of photography, jewellery, dry printing, and a performance of a new musical.	

In addition to funding allocated through the Community Funding and Support Programs, two Stronger Communities Workshops were held. Grant Writing on Wednesday 4 March, and Revenue Generation on Tuesday 24 March. There was a total of 20 attendees representing 19 unique organisations / groups.

LEGAL IMPLICATIONS

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

POLICY IMPLICATIONS

The matter of the report and its recommendations are consistent with the following policies:

Conflict of Interest for Employees Policy

Community Funding and Support Policy

Councillor Discretionary Funds Policy

Civic and Ceremonial Events Policy

RISK MANAGEMENT IMPLICATIONS

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

FINANCIAL/RESOURCE IMPLICATIONS

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

The Community Funding and Support Team in the Community and Sports Section managed the receipt, assessment, and allocation of applications received through the Community Funding and Support Programs in accordance with the Community Funding and Support Policy, the Civic and Ceremonial Events Policy, the Councillor Discretionary Funds Policy, and associated Guidelines.

Funding for the provision of community funding is contained within the Community and Sport Sections 2025-2026 financial year budget.

COMMUNITY AND OTHER CONSULTATION

No additional consultation was required for the applications received 1 January to 31 March 2026.



CONCLUSION

Council's Community Funding and Support Team processed 109 Community Funding and Support applications between 1 January to 31 March 2026. Of those applications, there has been \$145,346.72 in funding and support provided to 47 unique applicants. There are also 50 applications currently being assessed.

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

1.	Community Funding and Support Allocation Status Report - 1 January to 31 March 2026  
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Sarah Sheehy
SENIOR COMMUNITY FUNDING OFFICER

I concur with the recommendations contained in this report.

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”

COMMUNITY FUNDING AND SUPPORT ALLOCATIONS 1 JANUARY TO 31 MARCH 2026

Applicant	Project Title	Description	Amount Allocated excl GST
Civic and Ceremonial Events Funding			
Christian Community Ministries Ltd (Staines Memorial College)	Redbank Plains Community ANZAC Service	The Service will commence at 9.00 am at the Redbank Plains War Memorial and will include speakers, prayers, songs, and the laying of wreaths.	\$ 3,017.25
Eastern Suburbs ANZAC Day Commemoration Committee	2026 ANZAC Day Service at Cameron Park Booval	The Service at Cameron Park, Booval, will commence at 8.00 am and will involve students from Silkstone State School, Raceview State School and Bremer High School presenting the address, resolutions, and musical accompaniment. The Navy Cadets will provide the Catafalque party.	\$ 4,020.23
Ipswich Adventist School	IAS ANZAC Day Dawn Service	The Dawn Service will commence at 4.27 am on the front lawn of the school at the Memorial Stone. The service will include poem readings, singing, guest speaker, wreath laying, minute of silence, and the playing of the Last Post.	\$ 800.00
Marburg and Districts Residents Association	Marburg ANZAC Day Service	The Marburg ANZAC Day Service will commence at 7.15 am in Marburg Community Park and will include local school students and singers. The Light Horse Troop will lead the march, and a historical display will be set up in the Heritage Centre.	\$ 2,447.96
Pine Mountain and Districts Historical Society	Pine Mountain ANZAC Day Commemorative Service	The Service will commence at 9.00 am at the Pine Mountain War Memorial, Cricket Pitch Park. The service will include songs, poems and bible readings as well as the laying of wreaths.	\$ 1,077.08
Queensland Council of Unions - Ipswich	Ipswich Labour Day Family Fun Day	This annual event will be held at Timothy Malony Oval, Woodend, on Saturday 2 May and will include free amusement rides, face painting, speeches, running races with prizes, and free BBQ.	\$ 10,000.00
Returned & Services League of Australia (Queensland Branch) Redbank Sub Branch	Redbank ANZAC Day Commemorative Service	The Service will commence at the Redbank Memorial Reserve and will include a guest speaker, Army and Airforce Cadets, Ipswich Model Band, laying of wreaths, and a dedication of memorial plaques.	\$ 1,270.27
TOTAL			\$ 22,632.79
Community Events Funding			
Heritage Hub	Multicultural Food Festival 2026	This festival is an opportunity to experience dishes from multiple countries with diverse flavors, as well as cultural and musical performances. (Includes additional funds towards toilet hire)	\$ 4,956.63
Indo Punjabi Sports Academy of Australia	IPSAA Sports Tournament 2026	This inaugural tournament will increase opportunities for a culturally and linguistically diverse community to participate in formal physical activity and continue, demonstrate and compete in their ancient sport Kabaddi. (Includes additional funds towards bin and toilet hire)	\$ 4,876.00
Ipswich Field Archers	Ipswich Sanctioned Shoot	There will be archers from all around South East Qld compete in this archery competition. It's archery in the bush and gets people enjoying the outdoors while shooting archery in a very safe and structured way. (Includes additional funds toilet hire)	\$ 974.00
Kruger Parade Baptist Church	Kruger Easter Festival 2026	This free festival offers a wide range of activities, including rides, games, food, an animal farm, face painting, balloon animals, live entertainment, and an Easter Egg Hunt.	\$ 3,000.00
Lions Club of Brisbane West	Ipswich Scenic 100	Previously known as the Ipswich 100, there are 4 rides - 160K, 100K, 50K and 25K open to adults and the 25k is open to young people 12 years and over. Exercise is one of our main goals of the event and this is the reason young people are encouraged to ride the shorter rides. (Includes additional funds towards bin hire)	\$ 2,210.00
Marburg Harness Racing Association	Easter Fun Day Races	Along with the harness racing and mini trot race events, there will be free children's activities such as an animal farm, jumping castle, water slide, a basketball game, face painting, country and western music for all ages, Easter Bunny free gifts, novelty races (egg and spoon) etc., and market stalls. (Includes additional funds towards toilet hire)	\$ 3,149.00
Neighbourhood Watch Australasia Limited - Riverview Neighbourhood Watch	Muscle in Maculata 2026	This free annual event brings together a car show, market stalls, food trucks, and entertainment for the local community. (Includes additional funds towards bin and toilet hire)	\$ 6,701.27
Qld Blue Light Association - Ipswich Branch	Blue Light Disco	These monthly discos feature a junior session for students in Years 4-6 from 4:00 pm to 6:00 pm, followed by a senior session from 6:30 pm to 9:30 pm. The monthly discos will be delivered on a rotating basis between Fire Station 101 and the YMCA Springfield Central Community Centre, ensuring accessibility across the region. The discos will provide young people with a safe, supervised recreational activity that includes music, dancing, and structured engagement in a drug and alcohol free environment. All events are overseen by police and trained volunteers to ensure participant safety and positive behaviour.	\$ 3,354.56
Racing Together	Racing Together Open Day	Racing Together's main objective is to provide the opportunity for young Indigenous Australians to participate in motorsport and in doing so, to educate and train them in the skills they will need to obtain a career in the sport. This Open Day is free for students from all the schools in Ipswich to come to Willowbank where they will spend the day doing fun but educational motorsport activities, physical and other tests, as well as attend lectures on social responsibility, nutrition and health, and road safety.	\$ 5,000.00
SCHEMA Collective	Youth Music, Skate and Mental Health at Redbank Plains Skatepark	This event is an inclusive, all-ages community music and skate event being held in Redbank Plains Recreation Reserve Skatepark and will include live music performances by local emerging and established musicians, skate demonstrations by experienced skateboarders, and informal engagement with youth mental health and community support services.	\$ 3,030.00
South Brisbane Radio Controlled Car Club (Chargers RC)	Qld State titles	This 3-day event is a major event on the Australian Remote Control Car Racing calendar, with entrants from across Australia attending to compete for the State Title Championship and to also accumulate points towards qualifying to attend the World Championship event. There are multiple event classes catering for all ages with all racing professionally timed, recorded, scrutinised and adjudicated. (Includes additional funds towards toilet hire)	\$ 418.00
Tennis Seniors Queensland	2026 Clay Court Championships	This annual seniors' tennis tournament is open to players 30 years and over. The tournament offers singles, doubles and mixed doubles events in five-year age groups e.g. 30 years to 34 years, 35 years to 39 years all the way to 85+ years for male and female players.	\$ 5,000.00
The Bangladeshi Association in Brisbane	Bengali New Year Celebration and Multicultural Festival 2025	The festival will include a full-day cultural program featuring traditional and contemporary performances, including music, dance, and community showcases, multicultural pop-up stalls, community-based small business stalls, traditional cuisine vendors, cultural crafts, clothing, toys, and artisan displays, and family-friendly activities and community engagement initiatives. (Includes additional funds towards bin and toilet hire)	\$ 5,000.00
Vision Christian Family	Family Funday	Elements of the day include a petting zoo and pony rides, a large climbing wall, kiddie slide, a trackless train, face painting, balloon creativity, the Air Force Pipe band and sideshow alley type activities and more.	\$ 3,000.00
TOTAL			\$ 50,669.46
Councillor Discretionary Funds			
South East Redbacks Cricket Club	Air conditioning for change rooms	The Club will purchase portable air conditioning units to service the dressing rooms and canteen. Cricket is played during the hottest months of the year, and extreme heat regularly impacts player safety, comfort, and participation.	\$ 1,500.00
The Karalee Community Kindergarten	Kindy Fridge Upgrade	The kindergarten will purchase and install a new commercial-grade refrigerator to safely store children's food and refreshments for community events.	\$ 1,100.00
Dark Night Cruisers	The Retro Picnic	As part of the Ipswich Planes, Trains and Autos Festival, this event celebrates the rockabilly, custom culture and classic car community with live music, a car show, food trucks, market stalls, rock n roll dancing, a Salvation Army Op Shop Pop Up, and fun for the kids.	\$ 2,000.00
South East Redbacks Cricket Club	Senior and Junior Presentation	The presentation night will celebrate the achievements and contributions of players, volunteers, and teams throughout the cricket season.	\$ 2,000.00
Ipswich Grammar School Parent and Friends Association	Digital Preservation of the Historical Archives of Ipswich Grammar School	The purchase of a high-quality archival scanning system will assist in digitising and preserving the extensive historical collection of the school. This collection documents the history of the school and the broader educational development of Queensland.	\$ 1,600.00
Lanka Lions Australia	Sri Lanka New Year Festival 2026	This festival will include games, cultural dances and food.	\$ 3,800.00
Ipswich Hockey Association	Technology Upgrade	The purchase of a new iPad will allow the club to livestream all fixtures, enabling audiences across Australia to view matches in real time, significantly increasing the visibility of Ipswich hockey and promoting the Ipswich region more broadly. The additional Square devices will enable volunteers to manage transactions more effectively and strengthen fundraising capability.	\$ 2,786.65
South Brisbane Radio Controlled Car Club (Chargers RC)	Onsite defibrillator	With nearing 200 members and busy race days, having access to a defibrillator onsite will ensure quick access for medical emergencies.	\$ 2,050.00
Pine Mountain Public Hall Association	Pine Mountain Hall - community furniture upgrade	The purchase of new trestle tables and folding chairs will provide a more functional space for community groups, social events, markets, and workshops.	\$ 1,940.00
Northern Suburbs Hockey Club Ipswich	Senior Goalkeeping Kit	Purchase of a new senior goalkeeping kit.	\$ 2,395.00
Grandchester Model Live Steam Association	Train rolling stock storage racks	The racks are for the storage of 5 inch and 7 1/4 guage locomotives and rolling stock. The miniature trains are open to the public once a month to facilitate the experience of riding on miniature steam and diesel locomotives and rolling stock.	\$ 2,000.00
Ipswich United Sporting Club	Ipswich United Cup 2026	This soccer tournament will feature structured matches across multiple age groups and divisions, including Open Men, Over 40, Open Women, Under 16 Boys, Under 13 Boys and Under 10 Mixed teams. The tournament will have players from the Malayali community across Australia.	\$ 3,641.30
Bremer Catchment Association	Ipswich Showgrounds Garden Upgrade	The garden is a permanent installation within the Ipswich Showgrounds and is a feature for several events throughout the year such as the annual Ipswich Show, Halloween, regular markets, plant swaps, educative workshops etc.	\$ 3,800.00
Artconnect Ipswich	Connected Booval Fair	This mural art competition offers a unique opportunity to showcase local artists while celebrating a bold, vibrant new focal point where art can be experienced in the everyday. Keeping to the theme of "Heart of the Community", artists will be invited to submit a mural design for consideration with a chance to paint their designs on site during the SPARK Festival.	\$ 894.20
Ipswich Jets Rugby Leagues Club	Game Day Marquees	With the purchase of gazebos with full walls, it will allow for designated team areas for players to wait between warm up and match time, receive strapping and basic sports trainer support, and shelter from heat, wind, and rain.	\$ 1,187.00
Ipswich & District Athletics Club	Samsung Galaxy Tab and Square payment device	Updating the point-of-sale system will enable fast, secure, cashless payments, which will reduce queues during peak event times and improve the experience for members, families, and visitors. The upgraded equipment will provide accurate sales tracking and reporting, allowing the Club to monitor inventory, reduce waste, and make informed budgeting decisions.	\$ 647.00
Mater Foundation	International Women's Day Fun Run Springfield	The event brings local residents, families, businesses, and fitness groups together to raise awareness, honour women affected by breast cancer, and contribute vital funds for support services and research.	\$ 6,750.00
Ipswich Meals on Wheels	Celebrating 70 years serving the Community	To mark the 70th Anniversary of Ipswich Meals on Wheels, a much-needed refurbishment and expansion of the ageing facility is being undertaken to provide a more modern and professional space.	\$ 9,309.00
Goodna and Districts Rugby League Football Club	3 Phase Power	The installation of 3 phase power to the canteen is required to run the appliances providing food and drink to patrons and visiting guests on game days and training days.	\$ 4,678.32
TOTAL			\$ 54,078.47
Regional Arts Development Fund (RADF)			
Alan Tulloch	RADF Time and Space: Dry - the New Wet	This project showcases 10 years' experimentation of using dry powders instead of screenprinting 'ink'. Prints are presented as print performances and installations, and, being dry powder, are easily damaged, blown away or can be distorted for expressive effects.	\$ 2,000.00
Andrea Fisher	RADF Time and Space: TOTEM - A little piece of spirit	This two week exhibition allows attendees to learn more about this contemporary Aboriginal artist, TOTEMS, and traditional country through art.	\$ 2,000.00
Beenleigh Theatre Group	RADF Time and Space: Flight! A New Musical	This new musical, exploring misremembered figures from aviation history, such as Jacques Charles, who flew the first hot air balloon, and Kongming; credited with inventing Chinese lanterns, will be workshoped and rehearsed culminating in a free public showcase of key songs and scenes as part of the Ipswich Planes, Trains & Autos Festival.	\$ 1,991.00
Caroline Cheyne	RADF Professional Development: One Off Traks Music Production and Songwriting Camp	The applicant was invited to attend this annual, four-day songwriting and music production camp for female and gender-diverse songwriters and producers held in Sydney. Attendees from around Australia and NZ work in curated groups to intensively write, record and produce new music.	\$ 2,000.00
Christopher Bentley	RADF Professional Development: Play, Culture, Code - A Mentored Research Journey in Japan	This digital and experimental artist explores the rapidly shifting landscape of technology, memory and digital preservation working with obsolete tools such as CRT televisions, the Game Boy Camera and discontinued 3D software. This mentorship opportunity will be in Osaka, Japan, an environment with a strong cultural and technological connection to the gaming histories, design aesthetics and interactive systems that underpin the artwork.	\$ 2,000.00
Deb Mostert	RADF Professional Development: Attending SketcherFest Edmonds as Guest Artist	The applicant has been invited to be an international guest artist at the upcoming Sketcher Fest Edmond in Seattle, delivering an outdoor drawing workshop, presenting an artist talk, have the opportunity to share original travel sketchbooks, as well as sell published works over the 2 day event.	\$ 2,000.00
Kathryn Neilson	RADF Time and Space: Body/Landscape	Being held in the Ipswich Community Art Gallery, this will be a black and white photographic exhibition and the applicants first professional solo exhibition in a gallery space.	\$ 1,975.00
Katie Bourchier	RADF Time and Space: Ipswich Art Workshop - 2026 Artist in Residency Program	While producing a new body of oversized, sculptural jewellery, community workshops will also be held where participants can collaborate to design and construct large-scale beads and charms, contributing to a growing installation within the exhibition space.	\$ 2,000.00
Susan Richardson	RADF Time and Space: It's Material - Artist in Residency Program	This artists' collective will be creating jewellery, body adornment and performative art, expanding the boundaries of this arts practice through experimental processes. Workshops will be scheduled and participants will be provided with prepared materials and the basic tools needed to create their own piece of jewellery or body art.	\$ 2,000.00
TOTAL			\$ 17,966.00

Doc ID No: A12733863

ITEM: 4
SUBJECT: CUSTOMER EXPERIENCE REPORT - 1 OCTOBER 2025 TO 31 MARCH 2026
AUTHOR: CUSTOMER STRATEGY AND EXPERIENCE MANAGER
DATE: 30 MARCH 2026

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 October 2025 to 31 March 2026 concerning Council's Customer Experience program of work be received and 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 October 2025 to 31 March 2026.

Throughout this timeframe, Council has advanced several key Customer Experience Priorities (CXPs). 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 from 1 October 2025 to 31 March 2026. Over the past six months, the CX Program has continued to mature and build momentum, transitioning from a collection of projects into a more embedded, operational way of working, supported by streamlined governance and a planned delivery roadmap through to June 2027.

Key milestones include the completion and organisational rollout of Customer Journey Mapping and the CX Champions project, progress toward full rollout of Voice of the

Customer capabilities, and strong advancement across priority initiatives such as customer segmentation and personas, service standards transparency, proactive communications, and improved knowledge management.

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 this report or its recommendation.

RISK MANAGEMENT IMPLICATIONS

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

FINANCIAL/RESOURCE IMPLICATIONS

This report is for information only and relates to 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
- Patrick Hyde – Customer Experience Coordinator



CONCLUSION

This report highlights the ongoing 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 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

1.	CX Program Report - 01 October 2025 to 31 March 2026 ↓ 
2.	Customer Experience Strategy ↓ 

Jennifer Gisler

CUSTOMER STRATEGY AND EXPERIENCE MANAGER

I concur with the recommendations contained in this report.

Samantha Chandler

MANAGER, LIBRARIES AND CUSTOMER SERVICES

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER (COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT)

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

Ipswich City Council
**CX Program
Committee
Report**
31 March 2026

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

[CX] FOCUS
GREAT EVERYDAY EXPERIENCES - EVERY DAY

**City of
Ipswich**

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Introduction

This is the Customer Experience (CX) Program report. This report provides an update to the progress of the CX Program of Work across council, per the Customer Experience Strategy, covering from 01 October 2025 until 31 March 2026. During this period, the CX team have focused on the progression of multiple Customer Experience Priorities (CXPs) with available resources, as well as matching organisational readiness and availability. This report details the progress made and improvements in customer experience, staff experience, and operational excellence as a result. Of significance is the upcoming launch of the Voice of the Customer Program, the transition to our new Knowledge Management System (KMS), and the commencement of the Proactive Communications project. At a Program level, governance changes seek to increase efficiency and speed of delivery.

Customer Experience Priorities Statuses and Progress

The overall progression and status of the Customer Experience Priorities (CXPs) between 1 October 2025 and 31 March 2026 are outlined on the following pages.

Two projects have been fully delivered and closed during this reporting period, *CXP 8: Customer Journey Mapping* and *CXP 17: CX Cross Functional Teams*. Together, these initiatives have provided valuable resources and hands-on training for staff on applying customer-centric design approaches. Building on this momentum, *CXP 6: Customer Segmentation and Personas* has also advanced to the Delivery stage. This was marked by the provision of draft materials, improved through collaboration and feedback from other teams. Despite the project still being underway, teams have already been using these materials in everyday practice.

Progress has also been made across our two Communications-focused initiatives. The launch of a new webpage detailing our Service Level Agreements (SLAs), designed to support *Service Standards Transparency* (CXP 10), is now approaching. This resource will provide clear customer-facing information while also serving as a reference point for staff. In parallel, the new *SwichPro Knowledge Management System* has been implemented and approved for Go Live, following the early access release to staff in December. Insights gained from this implementation are directly informing the broader *Content Consolidation Review* (CXP 11), demonstrating how investigatory project work and practical delivery can be advanced concurrently by the CX team.

The CX team has now established a clear planned delivery Plan through to June 2027 (see Appendix A), reinforcing our commitment to completing initiatives set out in the original CX Strategy. The replacement of the *Senior Projects Lead* and the extension of the *Senior Projects Officer* role through June 2027 have strengthened delivery capacity. As a result, several initiatives previously listed as "Off track" or "Paused" due to vacancies have now progressed to "On track" and "Underway." One project remains paused due to ongoing system-related challenges. Alternative service design options are now being explored, with a view to complete this work fully in the current calendar year.

To maintain delivery momentum, enhancements to governance and project management processes are being implemented to streamline approvals and improve efficiency while preserving the robust oversight essential for high-quality outcomes. Further progress is being made on more complex initiatives, including the development of *CX KPIs for Business Units* (CXP 15), which will strengthen organisational alignment and enable clearer performance measurement. Additionally, preparations are well underway for the commencement of the *Proactive Communications* project (CXP 12) in April, which is expected to enhance customer engagement and service transparency.

Customer Experience Priorities Statuses as of 31 March 2026

Priority	Progress Status	PMP Approval Date*	Current Stage	Scheduled Stage Comp. Date
Voice of the Customer Pilot (CXP 1)	UNDERWAY	08/02/2024	Delivery Pt 2	30/06/2026
Customer Insights Access (CXP 2)	CLOSED			
Act on Insights (CXP 3)	PLANNED	08/02/2024	Discovery	07/08/2026
Community Engagement (CXP 4)	UNDERWAY	08/02/2024	Discovery	11/05/2026
Review Customer Information Systems (CXP 5)	CLOSED			
Customer Segmentation and Personas (CXP 6)	UNDERWAY	08/02/2024	Delivery	19/06/2026
Single View of the Customer (CXP 7)	UNDERWAY	08/02/2024	Discovery	11/05/2026
Customer Journey Mapping (CXP 8)	CLOSED			
Customer Journey Solution Designs (CXP 9)	Per the related projects below			
<i>Decision Notices (CXP 9.1)</i>	CLOSED			
<i>Library Room Bookings (CXP 9.2)</i>	CLOSED			
<i>Private Certifier Final Inspection Certificates (CXP 9.3)</i>	CLOSED			
<i>Dog Registration (CXP 9.4)</i>	UNDERWAY	11/03/2024	Design	11/05/2026
<i>Open Spaces and Comm. Facilities Applications (CXP 9.5)</i>	PAUSED	11/03/2024	Discovery	30/04/2025
Service Standards Transparency (CXP 10)	UNDERWAY	26/06/2024	Delivery	11/04/2026
Content Consolidation Review (CXP 11)	UNDERWAY	08/02/2024	Review	11/05/2026
Implement Proactive Communication (CXP 12)	UNDERWAY	08/02/2024	Discovery	11/05/2026
CX Onboarding Training (CXP 13)	CLOSED			
Customer-Centric EX Program (CXP 14)	CLOSED			
CX KPIs for Business Units (CXP 15)	PLANNED	08/02/2024	Discovery	11/05/2026
CX Working Group (CXP 16)	CLOSED			
CX Cross Functional Teams (CXP 17)	CLOSED			
CX Maturity Review (CXP 18)	Per the related projects below			
<i>CX Maturity Review 1</i>	CLOSED			
<i>CX Maturity Review 2</i>	CLOSED			
<i>CX Maturity Review 3</i>	PLANNED	08/02/2024	Discovery	07/08/2026

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

Status Legend		
	On track	
	On track with minor issues	
	Off track	

Customer Experience Priorities Progress from 01 October 2025 to 31 March 2026

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

**Solid colour represents already completed stages. Light colour represents stage progression since October 2025.*

Customer Experience Program Activity

Governance

The Customer Experience Program Control Group (CX PCG), composed primarily of members of the Executive Leadership Team (ELT), has continued to provide oversight and guidance for the Program. The CX PCG has met twice since the committee report provided in October, in November and March.

The Customer Experience team recently proposed updates to CX project controls. These changes were designed to streamline the approvals process while still maintaining the appropriate level of oversight and sponsorship. Under the revised approach, projects of low to normal complexity would move through fewer approval points, with the Program Sponsor progressing most stages and while the PCG have overall oversight of the program, their time is prioritised to the more complex work. This shift is aimed at reducing delays, focusing governance effort where it adds the most value, and supporting more consistent and timely delivery. The CX PCG approved these changes, recognising the balance they provided between efficiency and accountability. These refinements built on the stronger governance foundations already in place and positioned the CX Program for greater alignment and a smoother transition toward future operational ownership.

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 work in the Program.

Change, Program and Project Management

Project management plans, project stage reports, and change and communications plans continue to be composed, iterated on and implemented as part of program delivery. Similarly to the above governance changes, consideration continues to be given about how to right-size these important activities to project need.

Voice of the Customer Pilot (CXP 1)

As noted in prior reports, the scope for this project has been defined in three components: a Voice of the Customer (VoC) Framework, a Voice of the Customer Function, and a Voice of the Customer System.

Progress within the Framework and Function components have been primarily led within the Customer Experience team, though in consultation with other teams. Currently being finalised are:

1. A **framework document**, detailing the principles underpinning VoC
2. A **function handbook**, detailing the responsibilities and remit of teams administering VoC
3. A **user guide**, detailing how to use the tools and information VoC provides.

These materials are to be drafted by mid-April and, following feedback, finalised in June.

The Voice of the Customer System continues to be developed by our internal Digital Solutions team, who have been highly consultative with CX throughout. The VoC Pilot System now composes of:

1. An **interactive dashboard** for operational use which receives data from our call and email systems, highlighting channel, themes, and trends of services, as well as what customers say and how they feel about them.
2. An **AI Agent**, which enables staff to query about their services in a more natural, conversation-based format.
3. An updated **data management approach** (i.e. how and where data that supports VoC is stored) to improve the performance of the total solution.

The Voice of the Customer system will be rolled out to internal staff between April and June. This will include access for staff to use the operational tool, information sessions to occur, and opportunities for staff members to provide feedback. Work will then transition to monitoring the initial engagement, impact, and user insights to inform *CXP 3: Act on Insights*.

Act On Insights (CXP 3)

Once the Voice of the Customer Pilot Program has been launched, reviewed and closed, this project will commence. It will focus on implementing approved changes to the VoC System and User Guide and reinforcing the tool's use in both operational service management.

Community Engagement (CXP 4)

Progress on this project has been previously delayed noting community and organisational readiness. Following consultation with the CX PCG and the Community Engagement team, work has recommenced on a proposal for this project.

Customer Segmentation and Personas (CXP 6)

Following discovery and design activities drawing on existing customer reporting, insights from teams across the organisation, and proactive engagement with groups providing cultural and linguistic perspectives, draft customer segments and personas have been developed and circulated for review. Focus is now shifting to finalising these materials and planning their distribution across the organisation. It has been encouraging to see several teams already beginning to apply the draft segments and personas in their day-to-day work.

Single View of the Customer (CXP 7)

With the provision of ongoing labour resources, attention to this project has returned into focus for the team. Initial Discovery is being undertaken, determining how a single view of customer records might be implemented. Further, consideration is being given to overlap with the iVolve Program of Work.

Customer Journey Mapping (CXP 8)

Following finalisation of customer journey mapping materials, support resources, and training module (detailed in the prior report) the concept was launched to the organisation via an internal SharePoint site and a physical toolkit located with the CX team. Teams from around the organisation are encouraged to draw from these resources when designing and redesigning services, helping to keep our customers in mind.

Customer Journey Solution Designs (CXP 9)

Dog Registration (CXP 9.4)

An extensive Discovery process has been undertaken, assessing this service for improvements across a variety of topics, including process, system, fee structure, forms and supporting content. Work now proceeds to designing an improved process, adopting these suggested improvements.

Open Spaces and Facilities Applications (CXP 9.5)

It was previously noted that there was the need for reconsideration of this project, with expected upcoming changes to the booking functionality of the Pathway system. Given the changes planned within Pathway, the decision has been made to change the targeted service for this project. A proposal will be made to the CX PCG, with updates ongoing to refer to the newly selected service.

Service Standards Transparency (CXP 10)

Following engagement with teams across council, a bulk update of Service Level Agreements (SLAs) was undertaken within the Customer Engagement System (CES). These changes acknowledge the balance between community expectations and the need for strategic resource allocation. An external webpage that details information about what SLAs are, examples of how they apply to different services, and how they can be impacted by various factors is being drafted. Further, an internal tool that enables staff to quickly see key SLAs is being developed.

Content Consolidation Review (CXP 11)

The LivePro Knowledge Management System (KMS) has officially been launched, being given the name "SwichPro" by staff. This tool enables customer services staff to more easily find, navigate, and utilise 'scripts', information that is used to answer customer queries and respond to service requests. For example, previous scripts contained only longform pieces of written information. Staff can now find the information they need through search, within key topics, or by clicking through dynamic questionnaires. This change is expected to have positive impacts within Customer Services, reducing the time needed to train staff to competence and ensuring information is relevant and timely. Following this case study, the overarching project will note lessons learned and consider how the management of information, knowledge, and content can continue to be improved.

Implement Proactive Communication (CXP 12)

Work has recommenced on this important project, with an acknowledgement that the community expects change in this area as a matter of priority. Analysis has been undertaken on our communications processes, including using customer feedback through our Voice of the Customer platform.

CX KPIs for Business Units (CXP 15)

With the provision of ongoing resources, attention to this project will soon return to focus for the team. Initial Discovery is being undertaken, determining what measures are currently and could be capture, the purpose and value in capturing them, and which teams should be engaged with first. Consideration is also being given to how this project might inform future reviews of Customer Experience maturity, with the last external review due to occur in early 2027.

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

The CX Champions program provided a structured, seven-month learning and development experience designed to build practical customer experience capability across the organisation. Participants worked together through guided workshops, applied CX tools to real service challenges, and collaborated across business areas to better understand customer needs and identify improvement opportunities. Through this shared learning environment, the program successfully brought together staff from a range of teams, strengthened understanding of CX principles, and demonstrated how local improvements can contribute to broader organisational outcomes. The supporting Cross Functional Teams (CFT) Toolkit is now available to guide teams in forming their own CX-focused groups as capacity allows.

With all planned outcomes achieved, the project has reached closure, and the benefits have been embedded or transitioned to ongoing activities. A survey of participants has helped the team understand what was successful about the Program, as well as what could be improved upon. The intention moving forward is to continue the CX Champions program as a regular deliverable of the CX team, folding in the provided feedback, and to maintain and evolve the CFT Toolkit as a practical resource for business areas. Further, the team will pursue commencing other CFTs that aid the overall delivery of the CX Program. Together, these elements will support continued capability building and help ensure CX practices remain active, accessible, and sustainable across the organisation.

CX Maturity Review (CXP 18)

CX Maturity Review 3

To best capture the progress made within the Program, the third and final CX Maturity Review is planned for November 2026, with the view to undertake the usual engagement activities (i.e. interviews, surveys, workshops) in the first half of 2027.

Business as Usual Activity

The CX team continues to support daily operations by reviewing feedback and providing practical advice on services and communications. Improvements to Snap Send Solve are making requests clearer and reducing cases where urgent priority is used incorrectly. Customer education is helping people use digital tools properly, which is reducing rework and wrongly directed requests. Learning and development remains important, with plans to commence another iteration of the CX Champions program to build skills across the organisation. Overall, CX is increasingly operating as an ongoing service that supports better customer experiences and more consistent service delivery.

Conclusion

The Customer Experience (CX) Program has continued to mature over time, beginning with a strong focus on core foundations in 2023 and building momentum throughout 2024. In 2025, the program moved firmly into a delivery phase, supported by steady and consistent progress across key initiatives. Looking ahead, 2026 will focus on alignment—balancing ongoing delivery with appropriate governance.

Appendix A: Customer Experience Program Timeline to June 2027

Projects	FY20 5-26						FY2026-27											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
CXP 13: CX Onboarding Training																		
CXP 9.2: Library Room Bookings																		
CXP 9.3: Private Certifier Final Inspection Certificates																		
CXP 5: Review Customer Information Systems																		
CXP 2: Customer Insights Access																		
CXP 18: CX Maturity Review 2																		
CXP 8: Customer Journey Mapping																		
CXP 17: CX Cross Functional Teams	X																	
CXP 10: Service Standards Transparency	X	X	X	X	X													
CXP 11: Content Consolidation Review	X	X	X	X	X	X												
CXP 1: Voice of the Customer Pilot	X	X	X	X	X	X	X	X										
CXP 6: Customer Segmentation and Personas	X	X	X	X	X	X	X	X	X									
CXP 9.4: Dog Registrations	X	X	X	X	X	X	X	X	X	X	X	X						
CXP 4: Community Engagement			X	X	X	X	X	X	X	X	X	X	X	X	X			
CXP 7: Single View of Customer			X	X	X	X	X	X	X	X	X	X	X	X	X			
CXP 9.5: TBD Service Improvement			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
CXP 12: Implement Proactive Communication			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
CXP 15: CX KPIs for Business Units					X	X	X	X	X	X	X	X	X	X	X	X	X	X
CXP 3: Act on Insights								X	X	X	X	X	X	X	X	X	X	X
CXP 18: CX Maturity Review 3											X	X	X	X	X	X	X	X

YEARS 1-3

Customer Experience Strategy

Ipswich City Council

[CX] FOCUS
GREAT EVERYDAY EXPERIENCES - EVERY DAY

City of Ipswich

MAYOR'S MESSAGE



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

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

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

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

Mayor Teresa Harding

IPSWICH IN NUMBERS



6.2 million
waste kerbside collections



1.1 million
library items borrowed
or downloaded



65,500
customer service
requests raised



170,000
contact centre calls



14,500
customer emails actioned



1,929 kms
council-maintained roads



400
parks and
219
nature reserves
maintained



360,000
rate assessments



36,700
animal registrations



1,215
development
applications lodged



1,166
businesses
license renewals

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

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

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

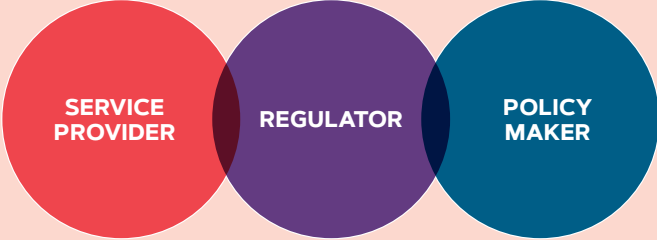


The benefits of getting CX right:

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

OUR CUSTOMER EXPERIENCE STRATEGY WILL HELP ICC

Ipswich City Council performs a number of functions...




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.

OUR CX PRINCIPLES

C

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

A

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

R

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

E

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

FIVE FOCUS AREAS TO DELIVER OUR VISION AND PRINCIPLES

CUSTOMER 1ST



LISTEN

UNDERSTAND

DESIGN

COMMUNICATE

EMPOWER

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

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

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

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?

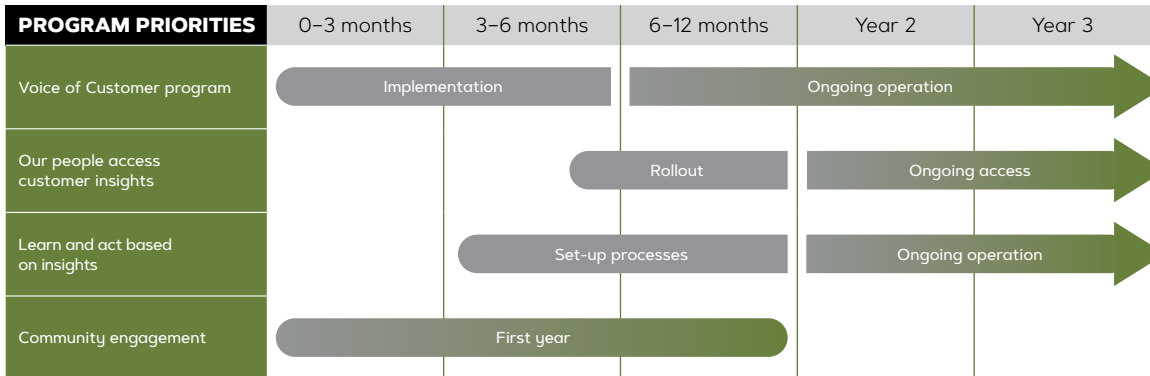


- ✓ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✓ Number of contacts made to close the loop with customers increases.
- ✓ Our people will be using customer insights to inform an ongoing improvement plan.
- ✓ Insights are used to inform design of improved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



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.



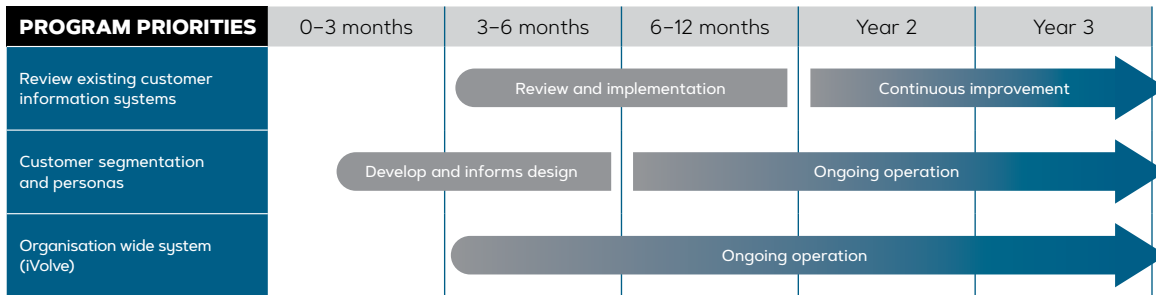
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ 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

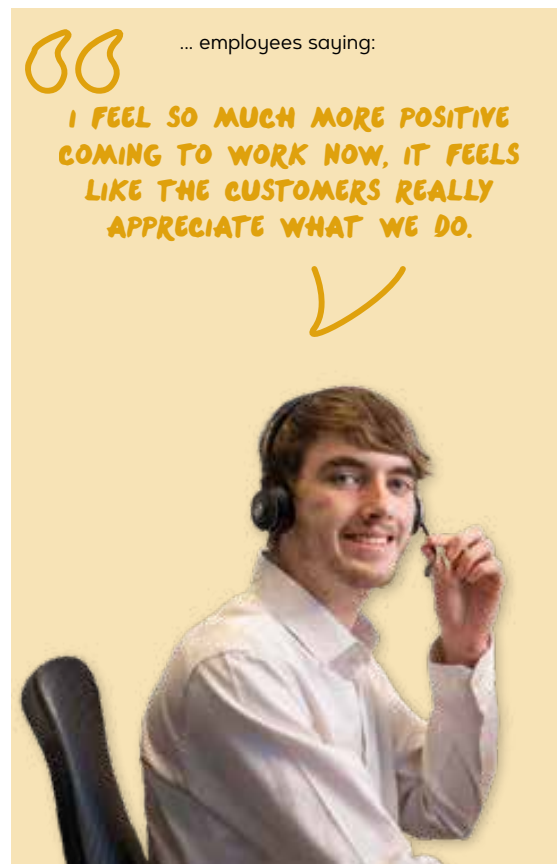


SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

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 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?

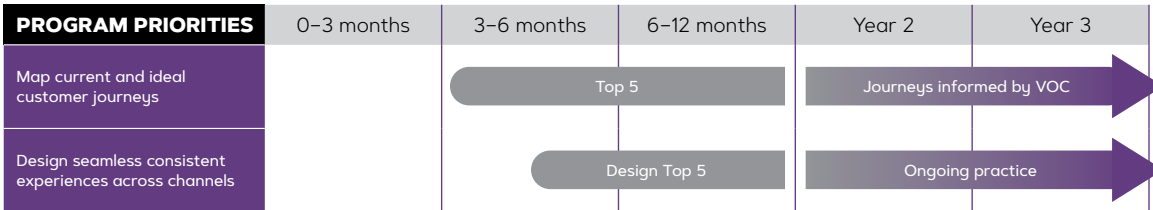
- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where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



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?

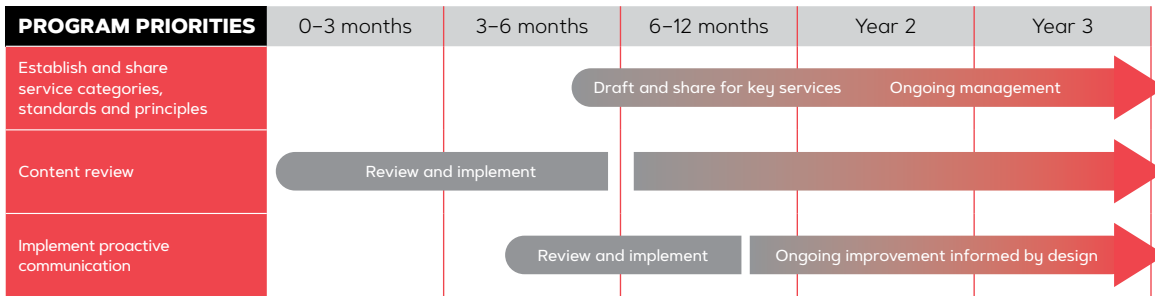
- ✓ There will be a reduced number of avoidable contacts.
- ✓ Customers will not contact us to follow up on previous request.
- ✓ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✓ Reduced customer effort.

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

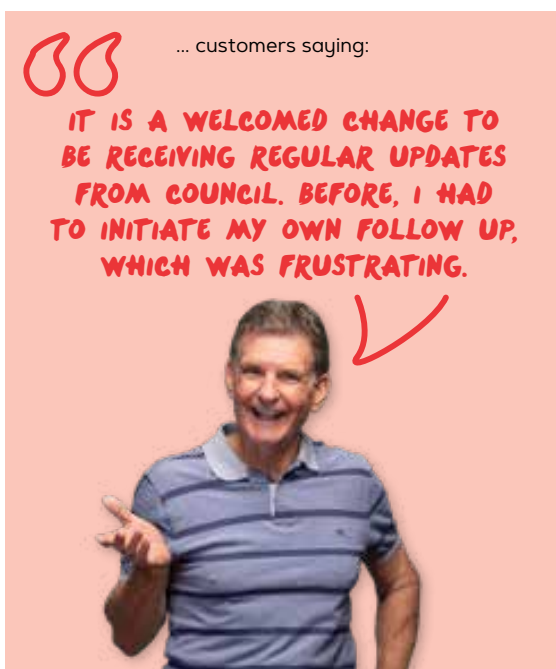


SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

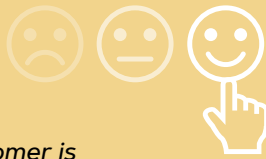
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Financial Accounting	Finance Branch
Integrated Planning and Reporting	Performance Branch
Media and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



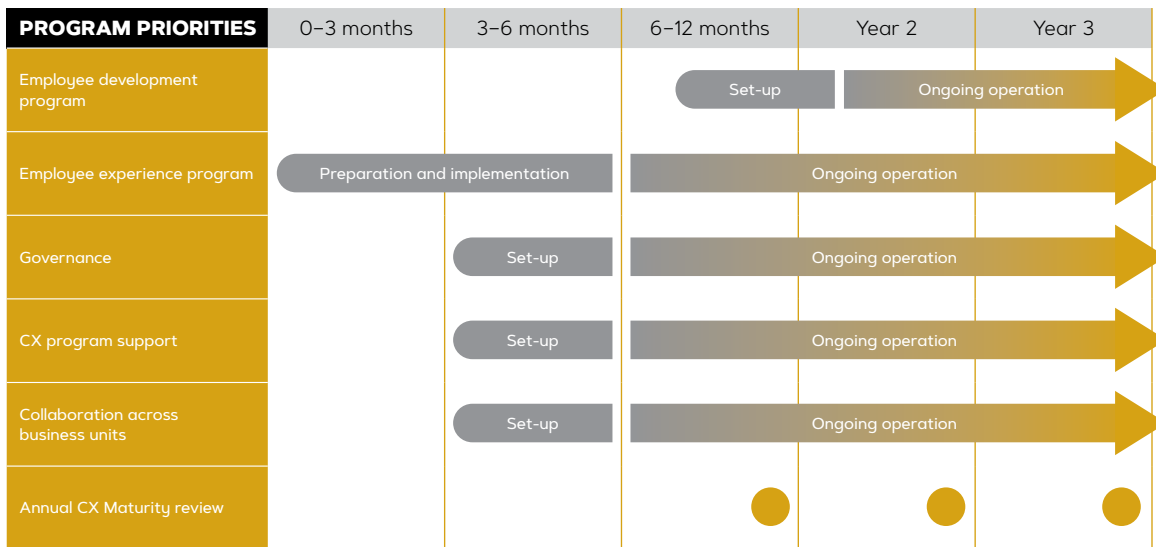
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ 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

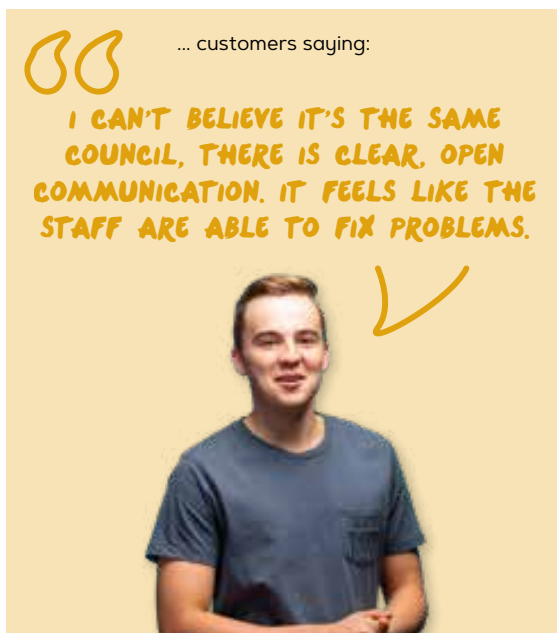


SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

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

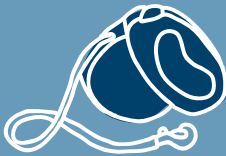
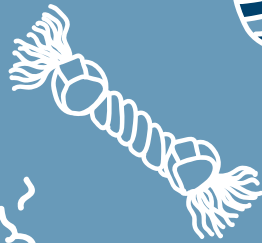
THE FUTURE OF 'EMPOWER'

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





**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

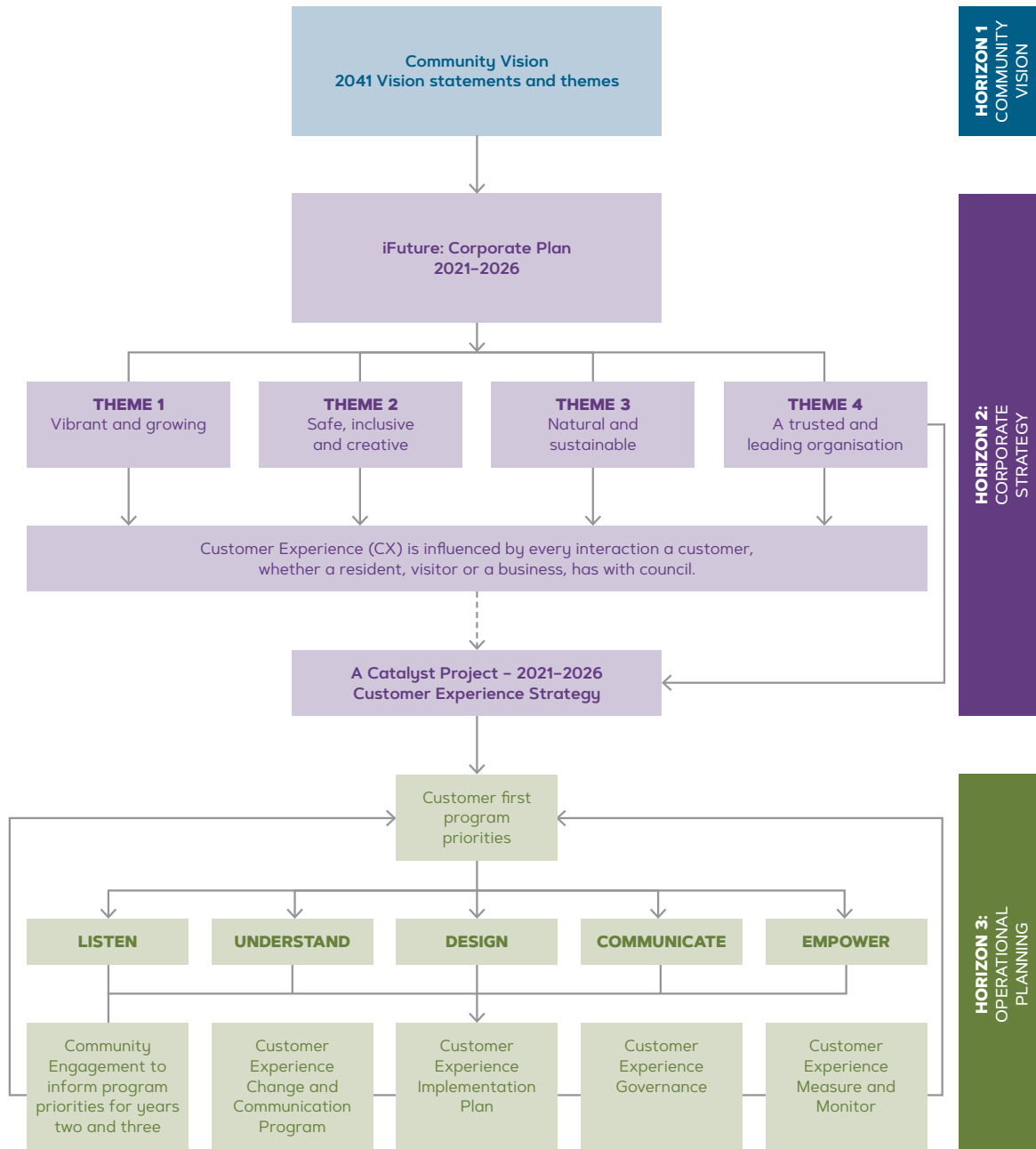


OO I HAVE BIG PLANS TO
BUILD MY MAN SHED,
WHERE DO I START WITH MY
DEVELOPMENT APPLICATION?



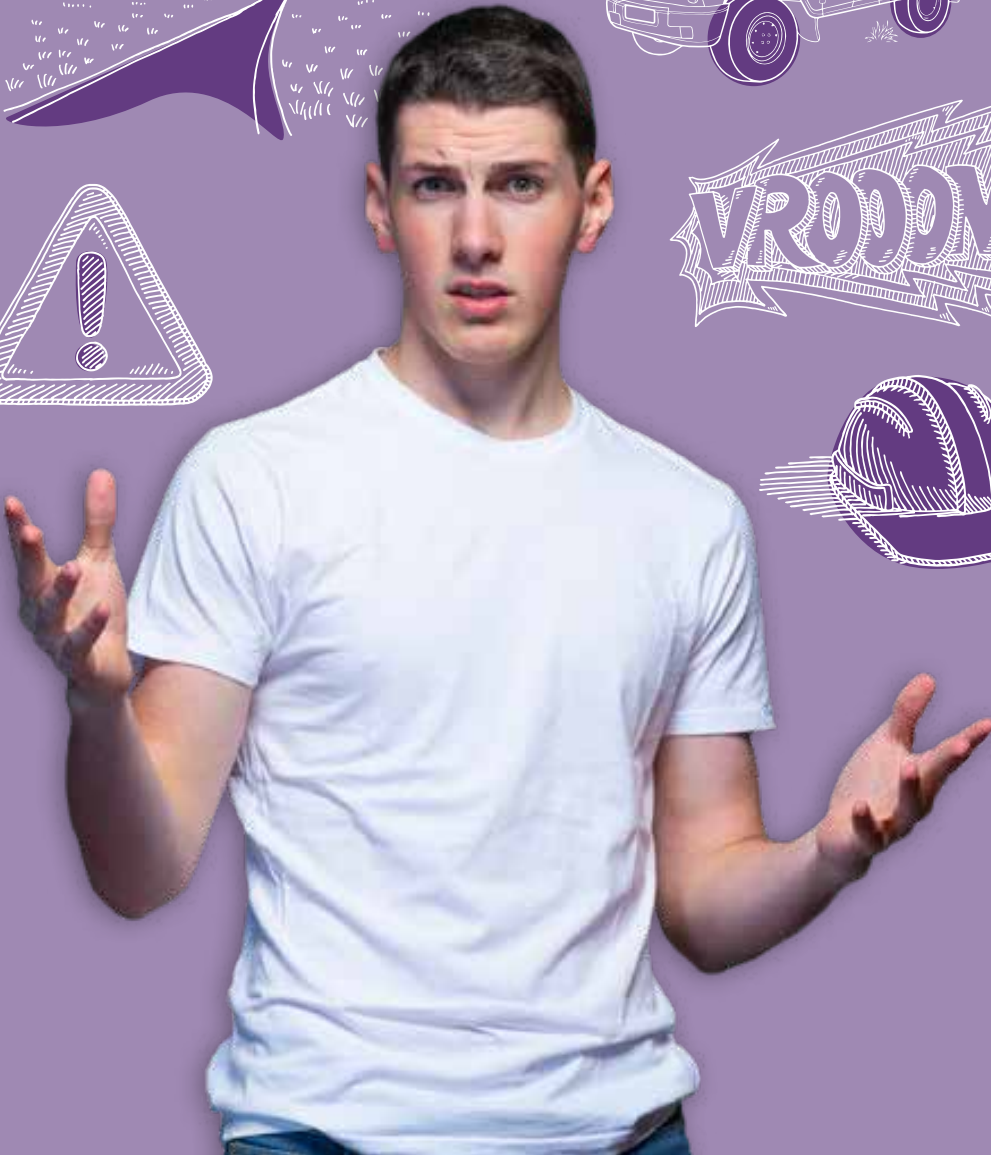
iFUTURE: CORPORATE PLAN

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 4 / Attachment 2.



Doc ID No: A12733607

ITEM: 5

SUBJECT: REPORT - MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01) OF 23 MARCH 2026

AUTHOR: SENIOR ADMINISTRATION OFFICER

DATE: 30 MARCH 2026

INTRODUCTION

This is the report of the Multicultural Advisory Committee No. 2026(01) of 23 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Multicultural Advisory Committee No. 2026(01) of 23 March 2026.

ATTACHMENTS

1.	Multicultural Advisory Committee Report No. 2026(01) of 23 March 2026 ↓ 
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23 MARCH 2026

MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01)]

MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01)

23 MARCH 2026

REPORT

COUNCILLORS' ATTENDANCE:

Councillor Pye Augustine (Chairperson); Councillors Jacob Madsen (Deputy Chairperson), David Martin and Jim Madden (Observer)

COUNCILLOR'S APOLOGIES:

Councillor Marnie Doyle and Councillor Andrew Antonioli

OFFICERS' ATTENDANCE:

Chief Executive Officer (Sonia Cooper), General Manager Environment and Sustainability (Kaye Cavanagh), Manager, Marketing and Promotions (Carly Gregory) 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(04) OF 28 OCTOBER 2025

RECOMMENDATION

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

23 MARCH 2026

MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01)]

OFFICERS' REPORTS

At this stage of the meeting Item 3 was discussed.

2. **MULTICULTURAL/UNITY FESTIVAL EVENTS**

Verbal report from Manager, Marketing and Promotions.

DISCUSSION

The committee discussed the proposal for a council supported multicultural event in the multicultural month of August within the Nicholas Street Precinct.

RECOMMENDATION

That the verbal report on a Multicultural/Unity Festival Event be noted.

Councillor David Martin left the meeting at 3.01 pm.

3. **EXTERNAL BOARD/WORKING GROUP**

Verbal report from Community and Sport Manager.

DISCUSSION

The committee discussed the equivalent arrangements for Toowoomba Regional Council where the Advisory Committee has external members. The committee discussed the inclusion of external members from public sectors and the community on council's advisory committee.

Councillor Jim Madden (Observer) arrived at the meeting at 2.37 pm.

RECOMMENDATION

- A. That the verbal report on an external board/working group be noted.**
- B. That the terms of reference for the Multicultural Advisory Committee be updated to allow external representatives to join and that the membership of the committee include up to five (5) external members on a fixed term basis.**
- C. That an expression of interest be drafted that incorporates criteria for membership of the committee.**

23 MARCH 2026

MULTICULTURAL ADVISORY COMMITTEE NO. 2026(01)]

4. WASTE COLLECTION AND CONTAMINATION IN CULTURALLY DIVERSE COMMUNITIES

Verbal report from General Manager, Environment and Sustainability.

DISCUSSION

The committee discussed the contamination rates of waste in recycle bins and garden organics bins in culturally diverse communities in Ipswich, and how to improve on communication to better educate residents of these communities to lower the contamination rate.

RECOMMENDATION

That the verbal report on Waste Collection and Contamination in Culturally Diverse Communities be noted.

2. NEXT MEETING

The next meeting is to be advised.

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

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 2.32 pm.

The meeting closed at 3.14 pm.

Doc ID No: A12736510

ITEM: 6

SUBJECT: REPORT - SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02) OF
26 MARCH 2026

AUTHOR: MEETING COORDINATION MANAGER

DATE: 30 MARCH 2026



INTRODUCTION

This is the report of the Sport and Recreation Advisory Committee No. 2026(02) of 26 March 2026.


RECOMMENDATION

That Council adopt the recommendations of the Sport and Recreation Advisory Committee No. 2026(02) of 26 March 2026.

ATTACHMENTS

1.	Sport and Recreation Advisory Committee Report No. 2026(02) of 26 March 2026  
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CONFIDENTIAL ATTACHMENTS

2.	Minutes Attachments 
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26 MARCH 2026

SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02)]

SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02)

26 MARCH 2026

REPORT

ATTENDANCE:

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

APOLOGIES:

Nil

OFFICERS' ATTENDANCE

Chief Executive Officer (Sonia Cooper)(via audio-link), General Manager Community, Cultural and Economic Development (Ben Pole), Manager Community and Cultural Services (Don Stewart), Community and Sport Manager (Melissa Dower)

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 SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(01) OF 26 FEBRUARY 2026

RECOMMENDATION

That the minutes of the Sport and Recreation Advisory Committee held on 26 February 2026 be confirmed.

26 MARCH 2026

SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02)]

OFFICERS' REPORTS

2. **GOOLPAHJO HARRY THOMPSON SENIOR PARK - ACTIVATION**

Presentation from Manager, Community and Cultural Services on Goolpahjo Harry Thompson Senior Park activation.

DISCUSSION

The committee discussed the activation of Goolpahjo Harry Thompson Senior Park and the recommended tenure approach including timelines.

RECOMMENDATION

That the presentation on the activation of Goolpahjo Harry Thompson Senior Park be received and noted.

Deputy Mayor Nicole Jonic arrived at the meeting at 1.08 pm.

3. **CITY LIVEABILITY PROJECT UPDATE - ACTIVATION**

Presentation from Manager, Community and Cultural Services providing an update on the Tivoli Sports Complex and Redbank Plains Recreation Reserve.

DISCUSSION

The committee discussed the works to be undertaken, estimated timelines and tenure approach for the Tivoli Sports Complex and the Redbank Plains Recreation Reserve.

RECOMMENDATION

That the presentation providing an update on the activation of the City Liveability Project – Tivoli Sports Complex and Redbank Plains Recreation Reserve be received and noted.

4. **GEORGE ALDER TENNIS CENTRE UPDATE**

Presentation from Manager, Community and Cultural Services providing an update of the George Alder Tennis Centre Facility.

DISCUSSION

The committee discussed Options 1 – 5 outlined in the confidential attachment which included cost estimates and broad scope for all options.

The committee agreed with the recommendation to proceed with Option 1.

26 MARCH 2026

SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02)]

RECOMMENDATION

- A. **That the presentation providing an update on the George Alder Tennis Centre Facility be received and noted.**
- B. **That Council proceed with option 1 outlined in the confidential attachment.**

Attachments

- 1. Confidential Presentation for Items 2 - 4 - CONFIDENTIAL

- 5. NORTH IPSWICH RESERVE DRAFT MASTER PLAN

Presentation from Manager, Community and Cultural Services on the North Ipswich Reserve Draft Master Plan.

DISCUSSION

The committee discussed the configuration options and scenarios for the North Ipswich Reserve Draft Master Plan as outlined in the confidential attachment and provided feedback to inform the next phase of detailed master planning.

Councillor Marnie Doyle left the meeting at 1.37 pm.

Councillor David Martin left the meeting at 1.41 pm and returned at 1.42 pm.

The committee agreed to rule out Configuration 1 and wait on the outcome of the Athletics review before agreeing with the preferred configuration.

RECOMMENDATION

That the presentation report providing configuration options as outlined in the confidential attachment be received and noted.

Attachments

- 1. North Ipswich Reserve Master Plan Configuration Options - CONFIDENTIAL

- 2. NEXT MEETING

The next meeting is to be advised.

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

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 1.02 pm.

26 MARCH 2026

SPORT AND RECREATION ADVISORY COMMITTEE NO. 2026(02)]

The meeting closed at 2.03 pm.

Doc ID No: A12737407

ITEM: 7

SUBJECT: REPORT - LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO.
2026(02) OF 26 MARCH 2026

AUTHOR: MEETING COORDINATION MANAGER

DATE: 31 MARCH 2026


INTRODUCTION

This is the report of the Libraries and Customer Services Advisory Committee No. 2026(02) of 26 March 2026.

RECOMMENDATION

That Council adopt the recommendations of the Libraries and Customer Services Advisory Committee No. 2026(02) of 26 March 2026.

ATTACHMENTS

1.	Libraries and Customer Services Advisory Committee Report No. 2026(02) of 26 March 2026 ↓ 
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CONFIDENTIAL ATTACHMENTS

2.	Item 2 - Attachment 1 Confidential Attachment ↓
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26 MARCH 2026

LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2026(02)]

LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2026(02)

26 MARCH 2026

REPORT

ATTENDANCE:

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

APOLOGIES:

Deputy Mayor Nicole Jonic

OFFICERS' ATTENDANCE

Chief Executive Officer (Sonia Cooper)(via audio-link), General Manager Community, Cultural and Economic Development (Ben Pole), Manager Libraries and Customer Services (Samantha Chandler)

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 LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2026(01) OF 26 FEBRUARY 2026

RECOMMENDATION

That the minutes of the Libraries and Customer Services Advisory Committee held on 26 February 2026 be confirmed.

26 MARCH 2026

LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE NO. 2026(02)]

OFFICERS' REPORTS

2. **SPRINGFIELD / RIPLEY LIBRARY PLANNING**

This is a cover report summarising the agenda for the Thursday 26 March 2026 - Libraries and Customer Services Advisory Committee.

DISCUSSION

The committee discussed the planning and options for the Springfield Library and Ripley Library in order to inform the 10 year capital budget discussion.

The committee agreed to support Option B outlined in the confidential attachment.

Councillor Andrew Antonioli left the meeting at 2.16 pm and returned at 2.19 pm.

RECOMMENDATION

A. That the Springfield/Ripley Library Planning update be received and noted.

B. That Option B, presented in the confidential attachment be supported to progress.

Attachments

1. Springfield and Ripley Library confidential presentation - CONFIDENTIAL

3. **NEXT MEETING**

The next meeting is to be advised.

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

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 2.05 pm.

The meeting closed at 2.32 pm.
