



City of  
**Ipswich**

**IPSWICH  
CITY  
COUNCIL**

**AGENDA**

*of the*

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

**Held in the Council Chambers  
8th floor – 1 Nicholas Street  
IPSWICH QLD 4305**

**On Thursday, 11 August 2022  
At 10 minutes after the conclusion of the Governance and Transparency Committee**

<b><u>MEMBERS OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE</u></b>	
Councillor Andrew Fechner ( <b>Chairperson</b> ) Councillor Kate Kunzelmann ( <b>Deputy Chairperson</b> )	Mayor Teresa Harding Deputy Mayor Jacob Madsen Councillor Nicole Jonic

**COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE AGENDA**  
*10 minutes after the conclusion of the Governance and Transparency*  
*Committee on Thursday, 11 August 2022*  
Council Chambers

Item No.	Item Title	Page No.
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	<b>Declarations of Interest</b>	
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	<b>Confirmation of Minutes</b>	
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\*\* Item includes confidential papers

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**COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 7**

**11 AUGUST 2022**

AGENDA

**WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY**

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

**BUSINESS OUTSTANDING**

**CONFIRMATION OF MINUTES**

1. **CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2022(06) OF 14 JULY 2022**

**RECOMMENDATION**

That the Minutes of the Meeting held on 14 July 2022 be confirmed.

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**OFFICERS' REPORTS**

2. **2023 IPSWICH SHOW HOLIDAY**

This is a report concerning a recommendation received from the Ipswich Show Society to make an application to the Office of Industrial Relations for the 2023 Ipswich Show Holiday to be held Friday 19 May 2023.

**RECOMMENDATION**

That Council accept the recommendation of the Ipswich Show Society and make an application to the Office of Industrial Relations for the Ipswich Show Public Holiday as follows:

Day and Night:	Friday 19 May 2023
Name of Event:	Ipswich Annual Show

Community Endorsement:	Ipswich Show Society correspondence dated 27 June 2022
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3. CUSTOMER EXPERIENCE PROGRAM OF WORK - 30 JUNE 2022

This is a quarterly report concerning the Customer Experience (CX) Program of Work providing an update on the Immediate Action Plan (IAP) and the CX Strategy Implementation Plan.

RECOMMENDATION

That the 30 June 2022 quarterly report concerning Council's Customer Experience Program of work be received and the contents noted.

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**NOTICES OF MOTION**

**MATTERS ARISING**



**COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2022(06)**

**14 JULY 2022**

**MINUTES**

**COUNCILLORS' ATTENDANCE:** Councillor Andrew Fechner (Chairperson); Councillors Kate Kunzelmann (Deputy Chairperson), Mayor Teresa Harding and Nicole Jonic

**COUNCILLOR'S APOLOGIES:** Deputy Mayor Jacob Madsen

**OFFICERS' ATTENDANCE:** Chief Executive Officer (Sonia Cooper), General Manager Planning and Regulatory Services (Peter Tabulo), General Manager Community, Cultural and Economic Development (Ben Pole), Acting General Manager Corporate Services (Jeff Keech), Community Development Manager (Melissa Dower), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Senior Policy and Communications Officer (David Shaw), Manager Economic and Community Development (Cat Matson), Senior Digital Media and Content Officer (Jodie Richter) and Theatre Technician (Trent Gray)

**LEAVE OF ABSENCE – DEPUTY MAYOR JACOB MADSEN**

Deputy Mayor Jacob Madsen requested a leave of absence from the meeting.

**RECOMMENDATION**

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

**That a Leave of Absence be granted for Deputy Mayor Jacob Madsen.**

AFFIRMATIVE	NEGATIVE
Councillors:	Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Jonic	

The motion was put and carried.

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**WELCOME TO COUNTRY/ACKNOWLEDGEMENT OF COUNTRY**

Councillor Andrew Fechner invited Councillor Kate Kunzelmann to deliver the Acknowledgement of Country.

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

Nil

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**BUSINESS OUTSTANDING**

Nil

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**CONFIRMATION OF MINUTES**

1. CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2022(05) OF 16 JUNE 2022

**RECOMMENDATION**

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

**That the minutes of the Community, Culture, Arts and Sport Committee held on 16 June 2022 be confirmed.**

**AFFIRMATIVE**

Councillors:

Fechner

Kunzelmann

Harding

Jonic

**NEGATIVE**

Councillors:

Nil

The motion was put and carried.

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**OFFICERS' REPORTS**

2. \*\*\* COMMUNITY FUNDING AND SUPPORT GUIDELINES

This is a report regarding proposed changes to the Community Funding and Support program. These changes will; align it to council's corporate plan, iFuture; align it to the Community Development Strategy, 2021 – 2026; reduce confusion for applicants, assessors and elected representatives; and increase the strategic effectiveness of community funding.

**RECOMMENDATION**

Moved by Councillor Andrew Fechner:

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Seconded by Councillor Nicole Jonic:

**\*\*\*That the revised Community Projects Funding and Community Events  
Funding Guidelines be endorsed by Council.**

AFFIRMATIVE

Councillors:

Fechner

Kunzelmann

Harding

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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**NOTICES OF MOTION**

Nil

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**MATTERS ARISING**

Nil

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**PROCEDURAL MOTIONS AND FORMAL MATTERS**

The meeting commenced at 11.02 am.

The meeting closed at 11.26 am.

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**\*\*\*Refer Council Ordinary Meeting of 28 July 2022 for update**

Doc ID No: A8166470

ITEM: 2  
SUBJECT: 2023 IPSWICH SHOW HOLIDAY  
AUTHOR: EXECUTIVE COORDINATOR  
DATE: 7 JULY 2022

### EXECUTIVE SUMMARY

This is a report concerning a recommendation received from the Ipswich Show Society to make an application to the Office of Industrial Relations for the 2023 Ipswich Show Holiday to be held Friday 19 May 2023.

### RECOMMENDATION/S

**That Council accept the recommendation of the Ipswich Show Society and make an application to the Office of Industrial Relations for the Ipswich Show Public Holiday as follows:**

<b>Day and Night:</b>	<b>Friday 19 May 2023</b>
<b>Name of Event:</b>	<b>Ipswich Annual Show</b>
<b>Community Endorsement:</b>	<b>Ipswich Show Society correspondence dated 27 June 2022</b>

### RELATED PARTIES

Ipswich Show Society.

Office of Industrial Relations, Queensland Government.

There are no discernible conflicts of interest.

### IFUTURE THEME

Safe, Inclusive and Creative

### PURPOSE OF REPORT/BACKGROUND

Ipswich City Council CEO Sonia Cooper received a letter dated 27 June 2022 from the President of the Ipswich Show Society, Darren Zanow, requesting Council proceed with the gazettal of Friday 19 May 2023 for the Ipswich Show Public Holiday 2023.

Following a decision from Council on the matter, Council will make an application to the Office of Industrial Relations to have the Ipswich public holiday gazetted.

## LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:  
*Holidays Act 2013.*

## RISK MANAGEMENT IMPLICATIONS

There are no risk management implications for Council arising from this report.

## HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	<b>That Council accept the recommendation of the Ipswich Show Society and make an application to the Office of Industrial Relations for the Ipswich Show Public Holiday as follows:</b>  <b>Day and Night: Friday, 19 May 2023</b> <b>Name of Event: Ipswich Annual Show</b> <b>Community Endorsement: Ipswich Show Society correspondence dated 27 June 2022</b>
(b) What human rights are affected?	No human rights are affected.
(c) How are the human rights limited?	Not applicable.
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable.
(e) Conclusion	The decision is consistent with human rights.

## FINANCIAL/RESOURCE IMPLICATIONS

There are no financial implications relating to Council from this report.

## COMMUNITY AND OTHER CONSULTATION

From 2000 to 2010 Council accepted the recommendation of the Ipswich Show Society and the Ipswich Show public holiday was held on a Thursday. During this time, Council did not receive any substantive complaints or adverse media regarding the date.

In 2011 Council accepted the recommendation of the Ipswich Show Society for the public holiday to be held on Thursday 12 May 2011. Subsequently, Council was advised by Education Queensland that State NAPLAN testing would be undertaken on that day and the request for the Thursday 12 May 2011 holiday would be denied. Following a repeal of the

Council decision, a new recommendation was received for the holiday to be held on Friday 13 May 2011, it was consequently gazetted as the Ipswich Show Public Holiday 2011.

From 2012 to 2022, Council has accepted the recommendation of the Ipswich Show Society for the holiday to be held on a Friday and anecdotally this has been positively accepted by the local community and businesses.

## **CONCLUSION**

Consistent with legislative requirements, Ipswich City Council has received a request from the Ipswich Show Society requesting Friday 19 May 2023 be gazetted as the Ipswich Show Public Holiday.

If Council adopts the recommendation, a formal application to the Office of Industrial Relations will be progressed.

Katie Baynham

**EXECUTIVE COORDINATOR**

I concur with the recommendations contained in this report.

Ben Pole

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

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

Doc ID No: A8182708

ITEM: 3

SUBJECT: CUSTOMER EXPERIENCE PROGRAM OF WORK - 30 JUNE 2022

AUTHOR: CUSTOMER STRATEGY AND EXPERIENCE MANAGER

DATE: 17 JULY 2022

### **EXECUTIVE SUMMARY**

This is a quarterly report concerning the Customer Experience (CX) Program of Work providing an update on the Immediate Action Plan (IAP) and the CX Strategy Implementation Plan.

### **RECOMMENDATION/S**

**That the 30 June 2022 quarterly report concerning Council's Customer Experience Program of work be received and the contents noted.**

### **RELATED PARTIES**

There are no conflicts of interest.

### **IFUTURE THEME**

A Trusted and Leading Organisation

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

Attachment 1 of this report is the Quarterly Customer Experience Program Report – 30 June 2022.

The report provides an update on progress and status of the Customer Experience Immediate Action Plan and the Customer Experience Strategy Implementation Plan.

### **LEGAL/POLICY BASIS**

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

### **RISK MANAGEMENT IMPLICATIONS**

The 2022-2023 financial year budget has recently been confirmed. Council processes relating to Procurement and ICT projects require confirmed allocation of budget before any actions or priorities can be included or scheduled in workflows.

Customer Experience Priorities that rely on an approved budget and were due to commence in June 2022 will be delayed whilst the procurement process and prioritisation in the ICT program of work is finalised. This time risk is being managed through collaboration and focused engagement with Finance, Procurement, and ICT functions of council.

### **HUMAN RIGHTS IMPLICATIONS**

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

### **FINANCIAL/RESOURCE IMPLICATIONS**

This report is for information only and relates to the 2021/22 financial year. There are no current 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
- Anne Cahill – Customer strategy and Experience Manager
- Matt Pascoe – ICT Digital Transformation Manager
- Customer Experience Team

### **CONCLUSION**

This second quarterly report shows the implementation of this iFuture Catalyst Project has commenced. The most significant change this quarter is the confirmation of the 2022-2023 financial year budget which funds the implementation of the strategy for the financial year resulting in commencement of implementation.

The organisation will see a shift from actions and priorities that are Customer Service focussed to a whole of organisation focus and the beginning of the implementation phase.

### **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	CX Program Quarterly Report - June 2022  
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Anne Cahill

**CUSTOMER STRATEGY AND EXPERIENCE MANAGER**

I concur with the recommendations contained in this report.

Samantha Chandler

**MANAGER, LIBRARIES AND CUSTOMER SERVICES**

I concur with the recommendations contained in this report.

Ben Pole

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

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





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## Customer Experience Program – June Report

### Introduction

This is the second quarterly report providing an update as to progress and status of the Customer Experience (CX) Program of Work across Council including the CX Immediate Action Plan (Attachment 1) and the CX Strategy (Attachment 2) Implementation.

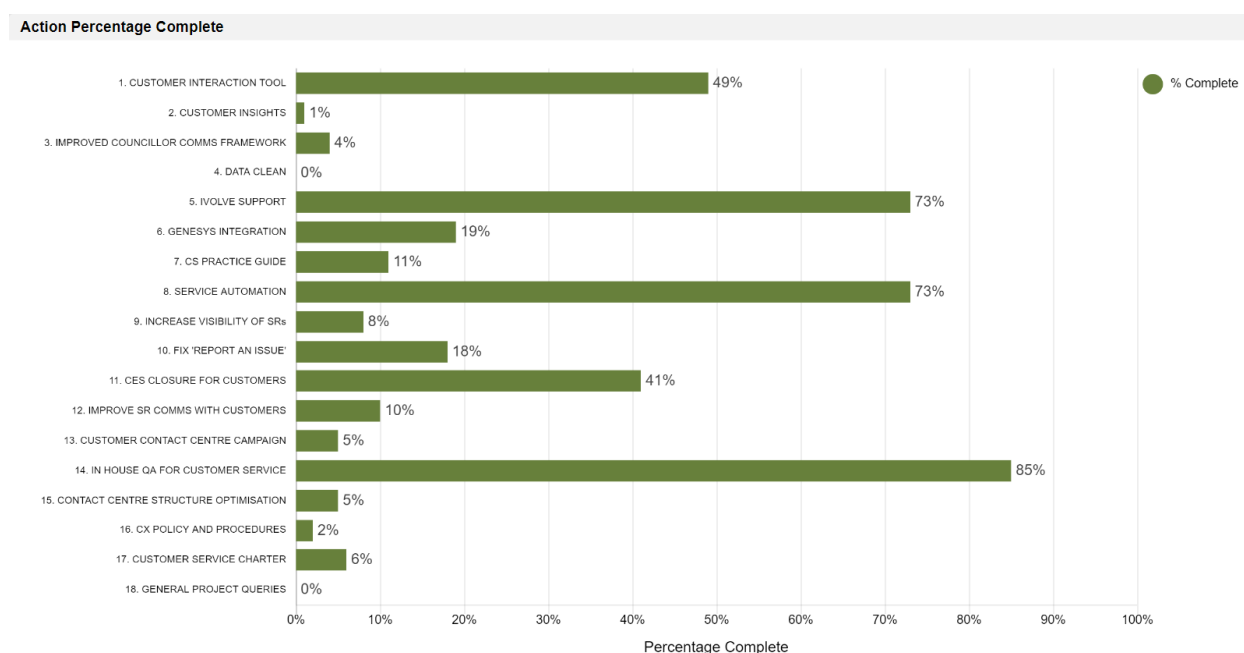
### Immediate Action Plan (IAP) – status

Below is the IAP Actions percentage complete as of 30 June 2022. Compared to the 31 May 2022 report, the main areas of progress are Action 11 CES Closure for Customers (16% to 41%) and Action 14 In House QA for Customer Service (52% to 85%).

The benefit of Action 11, 'CES Closure for Customers' is customers will be given specific information on the closure of their request in CES and My Ipswich.

The benefits of Action 14 are:

- improving the quality and consistency of customer services experiences
- greater oversight, control and influence over the quality of customer service experiences



Item 3 / Attachment 1.

Below is the IAP Actions Status as of 30 June 2022. Compared to the 31 May 2022 report, the main areas of movement are:

- **Action 1 – ‘On Track’ to ‘On Track with Minor Issues’.** This action has taken longer than expected in original planning (30/06/2022). The current status is the ‘Request For Quote’ (RFQ) is underway and is expected to be finalised by the end of July 2022. Once the solution is decided on the team will understand timeframes for implementation.
- **Action 2 – ‘On Track’ to ‘On Track with Minor Issues’.** Customer insights have been shared with the Customer Service teams for coaching and service design but this has not been extended across the organisation to date. The Action 2 new finish date has been extended to 30/09/2022.
- **Action 10 – ‘On Track’ to ‘On Track with Minor Issues’.** It is believed the Action 10, ‘report an issue’ solution is dependent on the outcome of Action 1. Once the Action 1 RFQ is finalised and implementation is understood the updated finish date for Action 10 will be known.
- **Action 15 – ‘On Track’ to ‘On Track with Minor Issues’.** The ‘Contact Centre Structure Optimisation’ has not commenced and the finish date should be extended to 30/12/2022. After the IAP was planned it was agreed that other actions should take priority, and that the time frame for undertaking this work did not align with the BAU workloads of the Customer Service Team.

IAP Action Status			
Key Project Milestones	Start	Finish	Status
1. Customer Interaction Tool	1/01/2022	30/06/2022	
2. Customer Insights	1/01/2022	30/06/2022	
3. Improved Councillor Comms Framework	1/01/2022	30/12/2022	
4. Data Clean	1/01/2022	29/04/2022	
5. iVolve Support	1/01/2022	30/06/2022	
6. Genesys Integration	1/01/2022	30/09/2022	
7. Customer Service Practice Guide	1/01/2022	29/04/2022	
8. Service Automation	1/01/2022	30/09/2022	
9. Increase Visibility of SR's	1/01/2022	31/03/2022	
10. Fix 'Report an Issue'	1/01/2022	30/06/2022	
11. CES Closure for Customers	1/01/2022	30/09/2022	
12. Improve SR Comms with Customer	1/01/2022	30/09/2022	
13. Customer Contact Centre Campaign	1/01/2022	31/03/2022	
14. In house QA for Customer Service	1/01/2022	30/06/2022	
15. Contact Centre Structure Optimisation	1/01/2022	30/06/2022	
16. CX Policy and Procedures	1/01/2022	30/12/2022	
17. Customer Service Charter	1/01/2022	30/12/2022	
Legend			
	On track		
	On track with minor issues		
	Off track		

ELT has supported progress regarding the current use of CES / My Ipswich across the organisation. This has led to minor communication improvements across the organisation relating to CES.

Action 4 'Data Clean Action' will not be delivered. The action was moved to ICT to form part of the Data Management Implementation Roadmap which was recently updated to prioritise the establishment of a data governance framework. The framework will underpin all future data cleanse activities and the Customer Experience Team will work with ICT to plan a data clean activity in the 2022 / 2023 financial year to align with the Data Governance Framework.

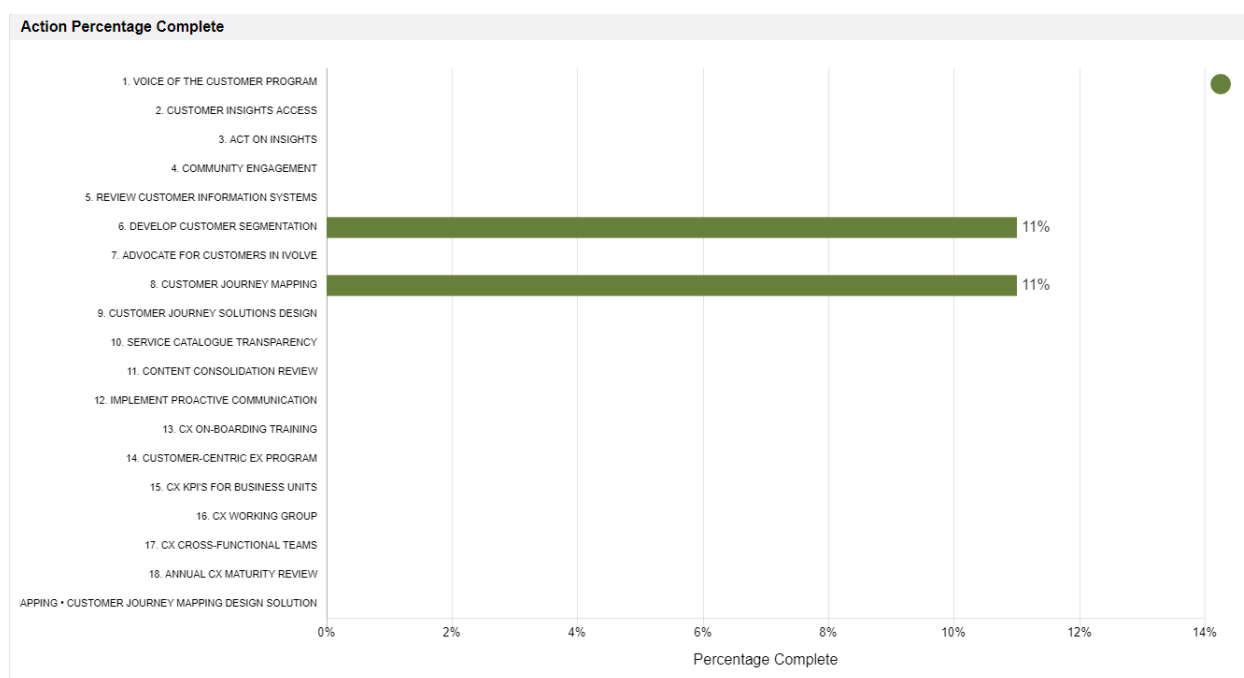
Action 16 and Action 17 – A small working group have undertaken a desk top review of best practice Customer Service Policies and other customer service documents and have recommended:

- an update to the Current Customer Service Policy
- the introduction of a Customer Charter

A small stakeholder group will now begin to draft those two items.

## Customer Experience (CX) Strategy Implementation – Status

Below is the Customer Experience Strategy Implementation percentage complete as of 30 June 2022.



Below is the CX Strategy Implementation status as of 30 June 2022.

CX Strategy Priority Status			
Key Project Milestones	Start	Finish	Status
Voice of Customer Program	TBC	TBC	
Customer Insight Access	TBC	TBC	
Act on Insights	TBC	TBC	
Community Engagement	TBC	TBC	
Review Customer Info Systems	TBC	TBC	
Develop Customer Segmentation	1/06/2022	TBC	
Advocate for Customers in iVolve	1/06/2022	TBC	
Customer Journey Mapping	1/06/2022	TBC	
Customer Journey Solution Design	TBC	TBC	
Service Catalogue Transparency	TBC	TBC	
Content Consolidation Review	TBC	TBC	
Implement Proactive Communication	TBC	TBC	
CX On-boarding Training	TBC	TBC	
Customer-centric EX Program	1/06/2022	TBC	
CX KPIs for Business Units	TBC	TBC	
CX Working Group	1/06/2022	TBC	
CX Cross-functional Teams	1/06/2022	TBC	
Annual CX Maturity Review	TBC	TBC	
Legend			
	On track		
	On track with minor issues		
	Off track		

## Financial

The 2022/2023 financial year budget has been finalised. As a result, resourcing and procurement processes have commenced to support delivery of the CX Program.

## Measures of Success

CSBA have been conducting independent baseline quality assurance testing of our customer service team each month since January 2019. We are assessed against a quality assurance framework that includes the three pillars of best practice customer experience, Success + Ease + Sentiment = the Customers Experience.

- **Success** – the degree to which the customer can accomplish their goals
- **Ease** – The effort the customer has to expend to accomplish their goals
- **Sentiment** – how the experience and interaction makes the customers feel
- **Customer Experience** – the overall impact and effectiveness of the interaction

Results are supplied individually on a dashboard in real time for the Customer Service Team to use for coaching and training purposes and several times in the year the results are collated and compared with other local government authorities. Below are the summary results Council has received since January 2019.

CSBA Overall Quality Assurance Testing Results January 2019 – June 2022					
Time Period	Ranking against Local Govt	Overall Score	Sector Benchmark	Top Performer	Lowest Performer
July 2021 - June 2022	4 <sup>th</sup> of 51 Councils	60.9%	52.8%	75.5%	41.1%
April 2021 – March 2022	6 <sup>th</sup> of 49 Councils	60.1%	53.3%	73.7%	44.9%
Jan 2021 – Dec 2021	7 <sup>th</sup> of 49 Councils	59.6%	51.1%	73.6%	45.3%
Oct 2020 – Sept 2021	7 <sup>th</sup> of 50 Councils	58.9%	51.8%	71.6%	46.3%
Jul 2020 – June 2021	8 <sup>th</sup> of 50 Councils	58.1%	53.5%	69.7%	48.2%
April 2020 – March 2021	8 <sup>th</sup> of 45 Councils	56.8%	52.9%	83.6%	45.5%
April 2019 – March 2020	16 <sup>th</sup> of 38 Councils	54.6%	54%	68.1%	44.8%
Jan 2019 – Dec 2019	12 <sup>th</sup> of 38 Councils	56.5%	53.4%	70.3%	50.2%

CSBA have supported the Customer Service team to understand best practice customer experience and what we needed to improve our customer service.

IAP Action 14 'In House QA for Customer Service' has been progressing and as noted in the 'IAP status' is now 85% complete. This action will improve customer service by;

- developing and delivering an internal quality assurance framework, aligned to best practice customer services methodology
- building internal capability and capacity to perform in house quality assurance, coaching and training
- investing in the ongoing development of customer services team members

CSBA testing will cease from July 2019 and the Council Team Leaders and Senior Customer Services Officers will deliver in house QA testing to support long term continuous improvements in customer service.

## Conclusion

This second quarterly report shows the implementation of the Customer Experience Program has commenced. The most significant change this quarter is the confirmation of the 2022 / 2023 financial year budget allowing for resourcing, procurement and program execution to commence.

The organisation will see a shift in the actions and priorities being primarily Customer Service focussed to now include the whole organisation. Over the next six months the effort will be building capability and putting priorities in place which are then expected to influence customer outcomes and experiences as we move into 2023.