



## **AGENDA**

### **FOR INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE MEETING TO BE HELD ON**

**13 MAY 2019 AT CONCLUSION OF SPORT, RECREATION AND GRANTS  
COMMITTEE MEETING**

**IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY**

#### **MEMBERS**

Cr K Grenfell (Chairman)  
Mayor G Aldridge (ex officio)  
Cr L Braun  
Cr C Buchanan (Deputy Chairman)  
Cr A Duncan  
Cr D Hood  
Cr P Jensen  
Cr J Woodman

#### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
Manager Governance, Mr M Petrovski  
Governance Support Officer, Ms K Boyd

#### **APOLOGIES**

#### **LEAVE OF ABSENCE**

#### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Innovation and Business Development Sub Committee Meeting held on 12 March 2019.

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**REPORTS**

IBDSC1 Future Reports for the Innovation and Business Development  
Sub Committee ..... 5

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IBDSC3 City of Salisbury Values..... 13

**OTHER BUSINESS**

**CLOSE**



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE  
MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

**12 MARCH 2019**

**MEMBERS PRESENT**

Cr K Grenfell (Chair)  
Mayor G Aldridge (ex officio)  
Cr C Buchanan (Deputy Chair)  
Cr A Duncan  
Cr D Hood  
Cr P Jensen

**OBSERVERS**

Nil

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager Community Development, Ms P Webb  
Manager Governance, Mr M Petrovski  
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.02 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr L Braun and Cr J Woodman.

**LEAVE OF ABSENCE**

Nil

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**PRESENTATION OF MINUTES**

Moved Cr C Buchanan  
Seconded Mayor G Aldridge

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 11 February 2019, be taken and read as confirmed.

**CARRIED**

Moved Cr C Buchanan  
Seconded Cr P Jensen

The Minutes of the Confidential Innovation and Business Development Sub Committee Meeting held on 11 February 2019, be taken and read as confirmed.

**CARRIED**

**REPORTS**

**IBDSC1 Future Reports for the Innovation and Business Development Sub Committee**

Moved Cr C Buchanan  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**

**IBDSC2 Future Directions Community Hubs and Library Service Levels**

Moved Cr C Buchanan  
Seconded Mayor G Aldridge

1. That the report be noted.

**CARRIED**

**OTHER BUSINESS**

Nil

The meeting closed at 7.07 pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	IBDSC1
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	13 May 2019
<b>HEADING</b>	Future Reports for the Innovation and Business Development Sub Committee
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Innovation and Business Development Sub Committee as a result of a previous Council resolution.

### **RECOMMENDATION**

1. The information be received.

### **ATTACHMENTS**

There are no attachments to this report.

### **1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

### **2. REPORT**

- 2.1 At the time of preparing this report, there are currently no resolutions of Council requiring a further report to be presented to the Innovation and Business Development Sub Committee.

### **3. CONCLUSION / PROPOSAL**

- 3.1 Future reports for the Innovation and Business Development Sub Committee have been reviewed and are presented for noting.

### **CO-ORDINATION**

Officer: Executive Group GMBE  
Date:



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<b>ITEM</b>	IBDSC2
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	13 May 2019
<b>HEADING</b>	Customer Service Framework and Charter Update
<b>AUTHOR</b>	Hannah Walters, Team Leader Customer Relations, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance.
<b>SUMMARY</b>	The purpose of this report is to provide Council with an update on the work currently being progressed to enhance systems and processes to deliver an enhanced community experience, following Council's resolution to review the Customer Service Charter and Framework.

#### **RECOMMENDATION**

1. That the information is received.
2. That staff bring back to Council a revised Community Charter and Community Service Framework for consideration that will incorporate the feedback from Elected Members and enhancements to Council's customer service approach.

#### **ATTACHMENTS**

There are no attachments to this report.

#### **1. BACKGROUND**

1.1 At its meeting on 27 August 2018 Council resolved as follows:

1. *That Council review all customer service and related policies with a view of increasing the level of basic services and customer requests.*
2. *That Council develops a community and resident customer service charter in consultation with the local community.*

*Resolution No. 2616 /2018*

- 1.1 This report provides Council with an update on the work being considered to enhance the way in which the organization continues to develop its customer service processes and systems.
- 1.2 The report does not cover the review of service level of basic services and customer requests. This will be addressed in a future separate report.

- 1.3 Aligned to this resolution the organisation had already been progressing the Customer Service Improvement Project (CSIP) which is part of the organisation's continuous improvement approach to customer service for internal and external customers.
- 1.4 The feedback provided by Elected Members at the 20 March 2019 workshop is also summarized in this report and considered in future enhancements.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Various internal workshops and training sessions
- 2.1.2 Elected Member Customer Service workshop held on 20 March 2019.

## **3. ELECTED MEMBER FEEDBACK**

- 3.1 In March 2019 a Customer Service Workshop was held with Elected Members.
- 3.2 The workshop sought feedback on the current issues/pain points they experience, what they have heard from the community, what they would change in the Charter and Framework and what administration and Elected Members can do to improve Customer Service.
- 3.3 The key areas identified by Elected Members were:
  - 3.3.1 Need for consistency in how the organization responds
  - 3.3.2 A preference for a more personalised response compared to an automated response for acknowledgement.
  - 3.3.3 Manage community expectations, tell them what we will do, when we will do it and once it has been completed.
  - 3.3.4 Close the loop with all parties involved in the request.
  - 3.3.5 Unite the Customer Charter and standards
  - 3.3.6 Specify our service standards
  - 3.3.7 Improved reporting
  - 3.3.8 A shorter response time
- 3.4 What changes are required to the Customer Service Framework and Charter?
  - 3.4.1 The Elected Members identified the Customer Service and Charter was a well written document and only required minor modifications.
  - 3.4.2 A strong preference to refer to Community rather than the current use of Customer when the charter and framework was updated.
  - 3.4.3 Review operational service standards
  - 3.4.4 Introduce more personal contact
  - 3.4.5 Framework and charter should be available in multiple languages
  - 3.4.6 Focus of the framework should be the service standards



- 3.5 What can administration and Elected Members do to improve Customer Service
  - 3.5.1 Acknowledgement response needs rewording to be more friendly and personalised,
  - 3.5.2 More resources
  - 3.5.3 Be proactive rather than reactive
  - 3.5.4 Elected Members be mindful to use Council resources effectively and efficiently
  - 3.5.5 Better integration between Council systems that support/manage customer service
  - 3.5.6 Advise community of standards
  - 3.5.7 Emphasise and collect positive feedback
  - 3.5.8 Lower response timeframes to 5-7days as preferred response time and respond as soon as possible rather than wait for the 10 day timeframe.
  - 3.5.9 Elected Members to try and resolve queries where they can.
  - 3.5.10 Provide reporting on performance

#### **4. PROPOSED RESPONSE TIMEFRAMES**

- 4.1 As discussed at the Elected Member workshop, the initial intention was to implement standards across the organization that will see a response being provided to the resident within a maximum period of 10 days.
- 4.2 In most cases the query or service requests may have been resolved before the 10 days but at least the resident would receive an update within this period should the issue not yet be resolved.
- 4.3 Feedback from Elected Members was that there is a preference to strive to get a response/outcome for the resident well within the 10 day period.
- 4.4 As a result of this feedback, staff will look at implementing a system that will keep the 10 days maximum but will put in place targets that aim to have a percentage (%) of the requests responded to/completed within 5 days.
- 4.5 A similar target will be developed for Elected Member correspondence, with the aim to have a shorter response time given in many instances the Elected Member is following up on behalf of a resident and will require time for them to also respond to the resident.
- 4.6 The final targets will be presented to Council for endorsement as part of the future report that will seek endorsement of a revised Community Charter and Community Service Framework.

## 5. SYSTEM UPGRADES UPDATE

- 5.1 Following on from the Elected Member Customer Service workshop staff are in the process of enhancing the existing systems and processes to deliver the improved community experience, including:
- 5.1.1 Reviewed and updated the response text on the corporate emails to be more customer friendly.
  - 5.1.2 All Elected Member requests for information received by Council will be responded to within 10 Days, noting the reference above to establish targets to respond within the 10 day period.
  - 5.1.3 A project has been established to deliver improved reporting and analysis of data on service requests. This will require changes to the current systems integration and business processes.
  - 5.1.4 Due to the required system changes, an interim reporting framework will be available from 1 July.
  - 5.1.5 Report(s) will be made available to each Divisional Manager and General Manager with details on the status of service requests at the end of each week/fortnight or month. This would initially be a manual process until the project progresses to enable an automated report to be generated.
  - 5.1.6 A further report will be presented to Council once the detailed project requirements are further understood and a timeframe firmed up to deliver the greater enhancements.
- 5.2 Progress on a number of the other projects within the Customer Service Improvement Project has been made since the last update to Council:
- 5.2.1 Customer Experience Training has now been rolled out to the majority of the organisation. Positive feedback was received on the session delivered and the facilitator that presented the training. Work is now progressing to implement the learnings from the training into the organisation.
  - 5.2.2 Staff are currently investigating a tool to monitor customer experience to provide “pulse” data. This would mean we could update an internal dashboard on Community Experience as soon as we receive data from the community who fill out a quick survey by text message or email after an interaction with Council. Having live data means that we can address issues as soon as they arise when required.
  - 5.2.3 eServices upgrade – The initial set up in the test environment has been completed and working with the vendor to implement some minor fixes before User Acceptance Testing can be completed and rolled out.

## 6. CONCLUSION / PROPOSAL

- 6.1 The organization has already identified the need to enhance the approach to delivering a better community experience and has been progressing various projects to support this change.
- 6.2 The feedback from Elected Members has allowed the organization to focus its efforts in ensuring the various issues identified by Elected Members are addressed in the system and process improvements.

- 6.3 Following further work on the system and process improvements, a revised Community Charter and Framework will be presented to Council for consideration that will capture the enhanced approach.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date:



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<b>ITEM</b>	IBDSC3
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	13 May 2019
<b>HEADING</b>	City of Salisbury Values
<b>AUTHOR</b>	John Harry, Chief Executive Officer, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	This report presents the proposed Values of the City of Salisbury for consideration and endorsement.

### RECOMMENDATION

1. That the information be received.
2. That the proposed City of Salisbury Values, as detailed in Paragraph 4.4, be endorsed.

### ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. City of Salisbury Values

#### 1. BACKGROUND

- 1.1 The Elected Members and Executive have been working together considering a wide range of information, including their own expectations and knowledge to better understand the expectations of our community and to ascertain what are the core values the City of Salisbury should achieve.
- 1.2 The Council's City Plan 2030 is the organisation's blue print for achieving the vision the community helped to develop:  
*Salisbury - A Flourishing City with Opportunity for All.*
- 1.3 Achieving this vision requires Council, the community and our partners to work as one.
- 1.4 To realise this objective and to pursue opportunities that will emerge in the future will require our organisation to continue to transition beyond the so called "business as usual" approach.
- 1.5 The organisation is strongly aligned towards the attainment of Council's vision and to that end it is recognised that Elected Members and the Administration together play a critical role in shaping the values and are empowered to model these values and desired behaviours throughout the organisation.

- 1.6 As such, the endorsement of a set of values by Council is very important as these values and associated behaviours form the foundation of the corporate culture and have a significant influence on the performance of the organisation.
- 1.7 It is important to recognise that these values form the framework around which the business decisions of the organisation are made, and guide the daily decisions that every employee makes in their respective roles.
- 1.8 In essence values reflect what is important to the organisation, they define the way we operate, the way we influence, how we interact with each other and how we work together.
- 1.9 Ultimately they will determine the level of satisfaction that the community experiences as a result of every interaction they have with the City of Salisbury.
- 1.10 As the values are embedded throughout the organisation, everyone within the organisation will better understand how they can contribute to the vision and performance of Council and their own development.
- 1.11 This desire and intent is depicted in Attachment 1 – Diagram showing the linkages between Council vision and the key success factors for the organisation.
- 1.12 This diagram also portrays the linkage between vision, values and success factors, and is equally applicable to the community and the workplace.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Critical Action is Business Excellence and promoting a positive image of Salisbury to attract investment, visitors and tourists and increase community pride.

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 All Staff Workshops (x 6)
  - 3.1.2 Workshop with Divisional Managers
  - 3.1.3 Elected Member Workshop (x 2)
  - 3.1.4 Volunteer Workshop
- 3.2 External
  - 3.2.1 Youth Council
  - 3.2.2 Intercultural Groups

## **4. REPORT**

- 4.1 The intent of the Workshops were to articulate what the City of Salisbury stands for, the way we expect to treat each other and the way we conduct our business and identify behaviours which act to prevent individuals from doing their job.
- 4.2 The nature of discussions throughout the Workshops has been to identify possible values that express principles, standards or qualities that an individual or group of people hold in high regard.

- 4.3 In agreeing to shared values, the City of Salisbury strives to create a common language and purpose, which will form an essential guide on how we go about our business and guide all staff, volunteers and Elected Members, to work together to provide the best community experience to all who utilise the services we provide.
- 4.4 After significant consultation and discussion, the following Values have been identified as best capturing and reflecting the values and behaviours necessary to align with and support the Vision of the City of Salisbury “A flourishing City with Opportunity for All”:

Acronym – <b>ReACH</b>	
<i>“These Values empower us to <b>ReACH</b> towards our Vision, deliver exceptional community experiences, quality outcomes and a great place to work”</i>	
VALUE	BEHAVIOUR
Respectful	<i>We create a sense of belonging &amp; pride in the Salisbury community We respect individual differences We speak up if it is not respectful We look after the wellbeing of ourselves and those around us</i>
Accountable	<i>We take personal ownership and follow through We deliver on what we say we will do We believe that the Community comes first We speak up when it is important</i>
Collaborative	<i>We work together committed to a common purpose We openly share information We find ways to connect people for better outcomes</i>
Helpful	<i>We listen and we focus on what we <u>can</u> do We imagine new futures and look for new opportunities We make a positive difference</i>

- 4.5 These values have similarly been “road tested” during the Workshop to assess simplicity and common understanding.

## 5. CONCLUSION / PROPOSAL

- 5.1 The endorsement of the proposed values is the first and most important step towards their embedment across the organisation, and will form the foundation for the work that we perform to ensure the City of Salisbury is a leader in providing exceptional community experiences, quality outcomes and a great place to work.
- 5.2 Initiatives to be pursued to accelerate their embedment of the values will include, but not be limited to, the following:
- Signage and branding
  - Elected Member Meeting Procedure Handbook
  - Website references – Vision and Values
  - Employee Performance Reviews process throughout the Organisation

- Regularly monitor and assess the community experience being provided by the City of Salisbury to its community, by seeking feedback from the community and volunteers
- Develop and implement appropriate techniques to periodically assess the performance of the Organisation and individual cohorts within the Organisation with regard to the adoption of the endorsed values.

**CO-ORDINATION**

Officer:

Date:





