



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE MEETING TO BE HELD ON

17 AUGUST 2021 AT 6:30 PM

**IN THE LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Cr K Grenfell (Chair)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Cr B Brug (Deputy Chair)
Deputy Mayor, Cr C Buchanan
Cr P Jensen
Cr G Reynolds
Cr J Woodman

REQUIRED STAFF Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Innovation and Business Development Committee Meeting held on 20 July 2021.

Presentation of the Minutes of the Confidential Innovation and Business Development Committee Meeting held on 20 July 2021.

REPORTS

Administration

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For Information

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OTHER BUSINESS

CLOSE



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
MEETING HELD VIA VIDEOCONFERENCE ON**

20 JULY 2021

MEMBERS PRESENT

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Cr C Buchanan
Cr G Reynolds
Cr J Woodman

OBSERVERS

Cr G Reynolds, Cr D Hood, Cr S Ouk, Cr A Duncan

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
A/General Manager Community & Org. Development, Ms J Cooper
General Manager City Development, Mr T Sutcliffe
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.33 pm.

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

APOLOGIES

Apologies were received from Cr B Brug and Cr P Jensen.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Mayor G Aldridge

The Minutes of the Innovation and Business Development Committee Meeting held on 22 June 2021, be taken as read and confirmed.

CARRIED

Moved Mayor G Aldridge
Seconded Cr J Woodman

The Minutes of the Confidential Innovation and Business Development Committee Meeting held on 22 June 2021, be taken as read and confirmed.

CARRIED

REPORTS

Administration

6.0.1 Future Reports for the Innovation and Business Development Committee

Moved Cr M Blackmore
Seconded Mayor G Aldridge

1. The information is received.

CARRIED

6.0.2 Recommendations of the Strategic Property Development Sub Committee meeting held on Tuesday 13 July 2021

Moved Cr C Buchanan
Seconded Cr J Woodman

The information contained in the Strategic Property Development Sub Committee of the meeting held on 13 July 2021 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

CARRIED

6.0.2-SPDSC1 Future Reports for the Strategic Property Development Sub Committee

Moved Cr C Buchanan
Seconded Cr J Woodman

1. The information is received.

CARRIED

6.0.2-SPDSC2 Affordable Housing Implementation Plan - Status Update July 2021

Moved Cr C Buchanan
Seconded Cr J Woodman

1. The report is received.
2. Council endorses the Affordable Housing Implementation Plan Action Plan Table (July 2021), as provided in Attachment 1 (Item No. SPDSC2, Strategic Property Development Sub-Committee, 13/07/2021).

CARRIED

6.0.2-SPDSC3 Walkleys Road Corridor Project - Community Engagement

Moved Cr C Buchanan
Seconded Cr J Woodman

1. The Engagement Report for the Walkleys Road Corridor Stage 2 as provided in Attachment 1 to this report (Strategic Property Development Sub Committee 13/07/2021, Item No. SPDSC3) be noted.
2. The Walkleys Road Draft Final Concept Plan as provided in Attachment 2 to this report (Strategic Property Development Sub Committee 13/07/2021, Item No. SPDSC3) be noted.
3. Staff be authorised to initiate Stage Two of the 'close the loop' community engagement activities in accordance with the Walkleys Road Corridor Community Engagement Strategy and to make necessary adjustments to the Draft Final Concept Plan to ensure the information presented to the community is in a user-friendly and informative format, reflective of the Council decisions made for the Walkleys Road Corridor project.
4. That Council note and endorse the following actions arising from the Community engagement outcomes:
 - a. Traffic investigations to identify priority actions to improve traffic, local area traffic management and road safety along local roads in the vicinity of the Walkleys Road Corridor project to address concerns identified through community engagement activities.
 - b. Further community engagement to develop a new playground at the corner of Baloo Street and Sullivan Road, Ingle Farm.

CARRIED

For Information

6.2.1 Community Requests - Response Dashboard

Moved Cr J Woodman

Seconded Mayor G Aldridge

1. Council receives and notes the information.

CARRIED

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

6.4.1 Recommendations of the Confidential Strategic Property Development Sub Committee meeting held on Tuesday 13 July 2021

Moved Cr C Buchanan
Seconded Cr J Woodman

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this report at this time will protect Council's commercial position as public disclosure may provide third parties with a commercial advantage.*

*On that basis the public's interest is best served by not disclosing the **Recommendations of the Confidential Strategic Property Development Sub Committee meeting held on Tuesday 13 July 2021** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CARRIED

The meeting moved into confidence at 6.39 pm.

The meeting moved out of confidence and closed at 6.44 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	17 August 2021
HEADING	Future Reports for the Innovation and Business Development Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Innovation and Business Development Committee as a result of a previous Council resolution.

RECOMMENDATIONThat Council:

1. Receives and notes the report.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 A list of resolutions requiring a future report to Council is presented to each committee for noting.
- 1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

- 3.1 The table below outlines the reports to be presented to the Innovation and Business Development Committee as a result of a Council resolution.

Meeting Item	- Heading and Resolution	Officer
22/03/2021	Community Hubs Management Model and Community Centres Collaboration Agreement Review	Jo Cooper
6.4.1	1. This item be deferred to the May Innovation and Business Development Committee to allow consultation and development of further models with Hills and Central Ward Councillors and the Chairpersons of the Community Wellbeing and Sport and Innovation and Business Development Committees.	
Due:	August 2021	
Deferred to:	September 2021	
Reason:	This item is deferred to the September Innovation and Business Development Committee to allow consultation and development of further models with Hills and Central Ward Councillors and the Chairpersons of the Community Wellbeing and Sport and Innovation and Business Development Committees.	

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Innovation and Business Development Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: Executive Group CMCD
 Date: 09/08/2021 09/08/2021

ITEM	6.2.1
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	17 August 2021
HEADING	Community Requests - Response Dashboard
AUTHOR	Hannah Walters, Project Manager Community Experience, Community & Org. Development
CITY PLAN LINKS	4.1 Members of our community receive an exceptional experience when interacting with Council
SUMMARY	As per Council resolution a monthly report on the Community Requests - Response Dashboard is provided for information.

RECOMMENDATIONThat Council:

1. Receives and notes the information.

ATTACHMENTS

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

1. 10 Day Service Standard - Dashboard

1. BACKGROUND

- 1.1 At the council meeting held on 26/08/2019 item IBDSC-OB2 was considered and the following resolved:

'That, in order to regularly monitor customer service performance, an update report on the "customer review dashboard" be a standing item on the agenda for the Innovation and Business Development Sub Committee, and be provided at each meeting.'

Resolution No 0250/2019

- 1.2 Further, at the November 2019 meeting, the committee also requested that the information be provided by department.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
- 2.2 External
 - 2.2.1 Nil

3. REPORT

Organisation

- 3.1 The Community Request - Response Dashboards for the rolling 12 month period 1 August 2020 to 31 July 2021 are attached for reference.
- 3.2 Only service requests received through the Community Experience Centre are included in this report. No anonymous requests are included in this report.
- 3.3 Of the 22,954 requests received in the past rolling 12 month period ending 30 June 2021:
- 3.3.1 71.2% of requests were closed within 10 days.
- 3.3.2 92.4% were either closed or a response provided within 10 days.
- 3.4 The target response listed in the City Plan Corporate Dashboard - Innovation and Business Development is to respond to 94.4% of requests within 10 working days. (This is reported as closed or responded to within 10 days).
- 3.5 The definition of “Closed” is when the Customer Request Management (CRM) request has been actioned and completed within 10 business days.
- 3.6 The definition of “Responded” is when the CRM has been logged and we contact the customer within 10 days to inform them when the required action will be undertaken.
- 3.7 The definition of “Non-Compliance” is when a CRM request has been logged and open for more than 10 days and no contact has been made with the customer.

12 Month Rolling Report Ending 31 July 2021 - CRM Data

3.8 CRM Data

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	1,183	0%	99.8%	0.2%	99.8%
City Development	5,527	16.3%	78.9%	4.8%	95.2%
Community Development	65	4.6%	84.6%	10.8%	89.2%
City Infrastructure	16,068	24.6%	66.2%	9.2%	90.8%
Epathway	6	0%	100%	0%	100%
Information Requests	105	1.0%	98%	1.0%	99%
Total	22,954	21.2%	71.2%	7.6%	92.4%
		92.4%		7.6%	

- 3.9 The table below shows data for the rolling 12 month period relating to requests closed or responded to within 10 business days.

The City Plan Corporate Dashboard target is 94.4%.

Rolling 12 Months Ending	% Closed or Responded within 10 Days
Aug-20	94.3
Sep-20	97.8
Oct-20	94.1
Nov-20	94.0
Dec-20	93.9
Jan-21	93.7
Feb-21	93.6
Mar-21	93.5
Apr -21	94.4
May-21	93.0
Jun-21	93.0
Jul-21	92.4

- 3.10 The requests captured as Epathway are requests previously received online before Council commenced CityWatch (new E-Services application). No new Epathway requests will be received going forward and requests received via CityWatch are captured in the relevant Department stats.

Definitions:

- Epathway: Old online pathway module used to log service requests via the website
- Citywatch: Replaced Epathway with more use friendly functionality for community members to log service requests online via the Council website.
- E-Serviecs Allows for service provision through the internet. The community to log requests online.

- 3.11 Information requests are defined as a community member contacting Council to provide some information, but this information does not generate any action.

10 Days Prior to End of Month Data

- 3.12 In the 10 days prior to, and including 31 July 2021, of the requests that had not been closed within the 10 days, 69.5% had been responded to within the 10 day period, compared to last month which was 70.8%.

Current Month Performance

- 3.13 The table below shows the results for CRM requests logged in July 2021 where the community members supplied their contact details.

- 3.14 For CRM requests received in July 2021 we achieved a compliance rate of 92.1% where CRM Request was either closed or responded within 10 business days.

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	134	0.0%	100%	0.0%	100.0%
City Development	366	10.7%	84.7%	4.6%	95.4%
Community & Org Development	1	0.0%	100.0%	0.0%	100.0%
City Infrastructure	1,197	14.8%	75.4%	9.8%	90.2%
Epathway	0	0.0%	100%	0.0%	100.0%
Information Requests	7	0.0%	100%	0.0%	100.0%
Total	1,705	12.7%	79.4%	7.9%	92.1%
		92.1%		7.9%	

Further Analysis and Changes to Dashboard

- 3.15 After viewing the “Snap Send Solve” dashboard, some additional data has been added. The dashboard now includes 12 months rolling data for,

- The method the customer used to contact Council
- A breakdown of customer type who logged the CRM request
- The top 15 service requests types

- 3.16 A total of 1,750 CRM requests were logged in July 2021.

- 3.17 The top 15 CRM requests types for July 2021 are:

- Change of Address 137
- Dumped Rubbish 119
- Fallen Branch / Tree 119
- Fast Response – Field Services 109
- General Parking Complaint 84
- Tree Pruning 79
- Dog Wandering 50
- Drainage 50
- Tree Inspection 43
- General Building Maintenance 36
- Issue Swipe Card / Keys 35
- General Abandoned Vehicle 34
- Pot Hole 33
- Footpaths 33
- Street Lighting 30

3.18 The top 10 suburbs where CRM requests were logged are as follows for June 2021:

• Parafield Gardens	204
• Paralowie	200
• Mawson Lakes	175
• Salisbury	143
• Salisbury North	111
• Ingle Farm	100
• Pooraka	82
• Salisbury East	80
• Para Hills	70
• Salisbury Downs	70

4. CONCLUSION / PROPOSAL

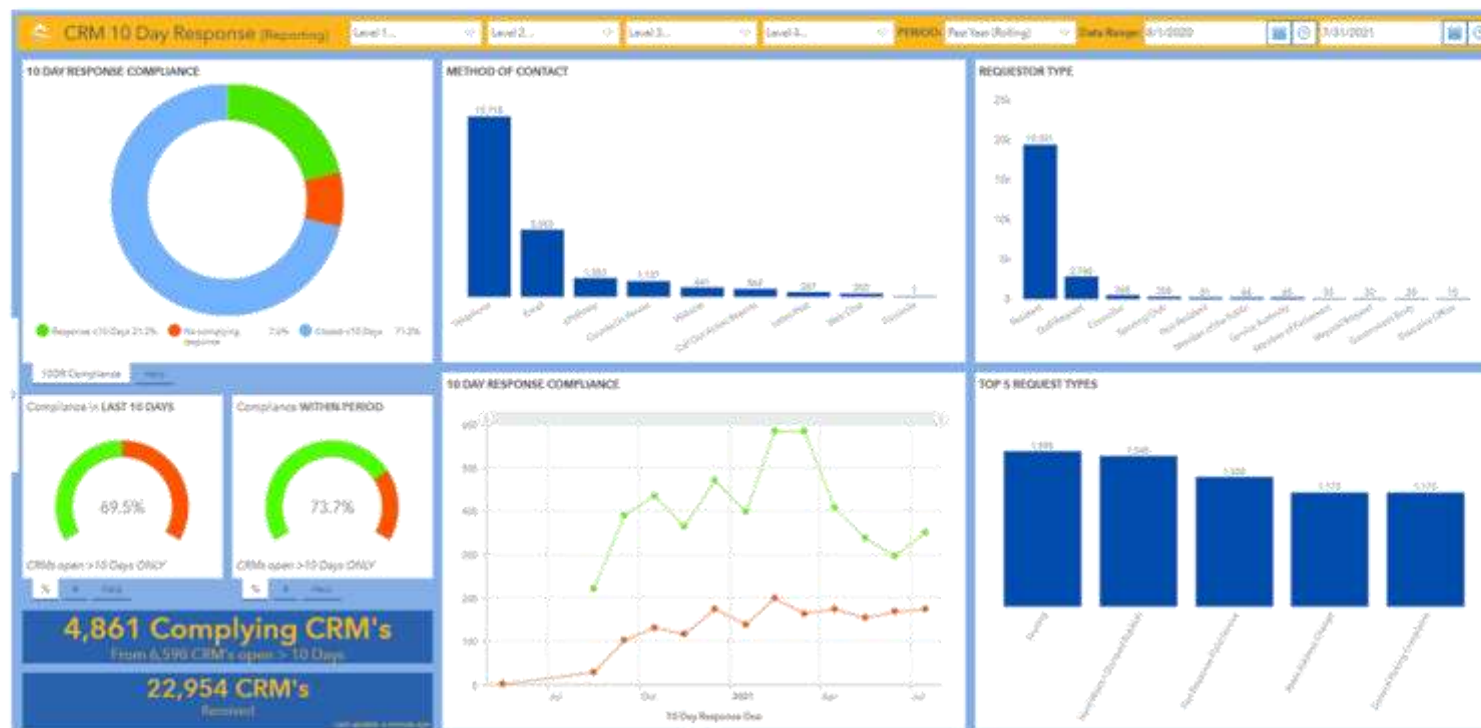
4.1 It is noted that the Project Manager Community Experience will continue to work with individual business units to identify where CRM are not meeting the target.

4.2 It is also noted that there is a project underway to identify technology solutions to better analyse and report requests. We are aiming to have the new dashboard implemented in September.

CO-ORDINATION

Officer: GMCOD
Date: 16/07/2021

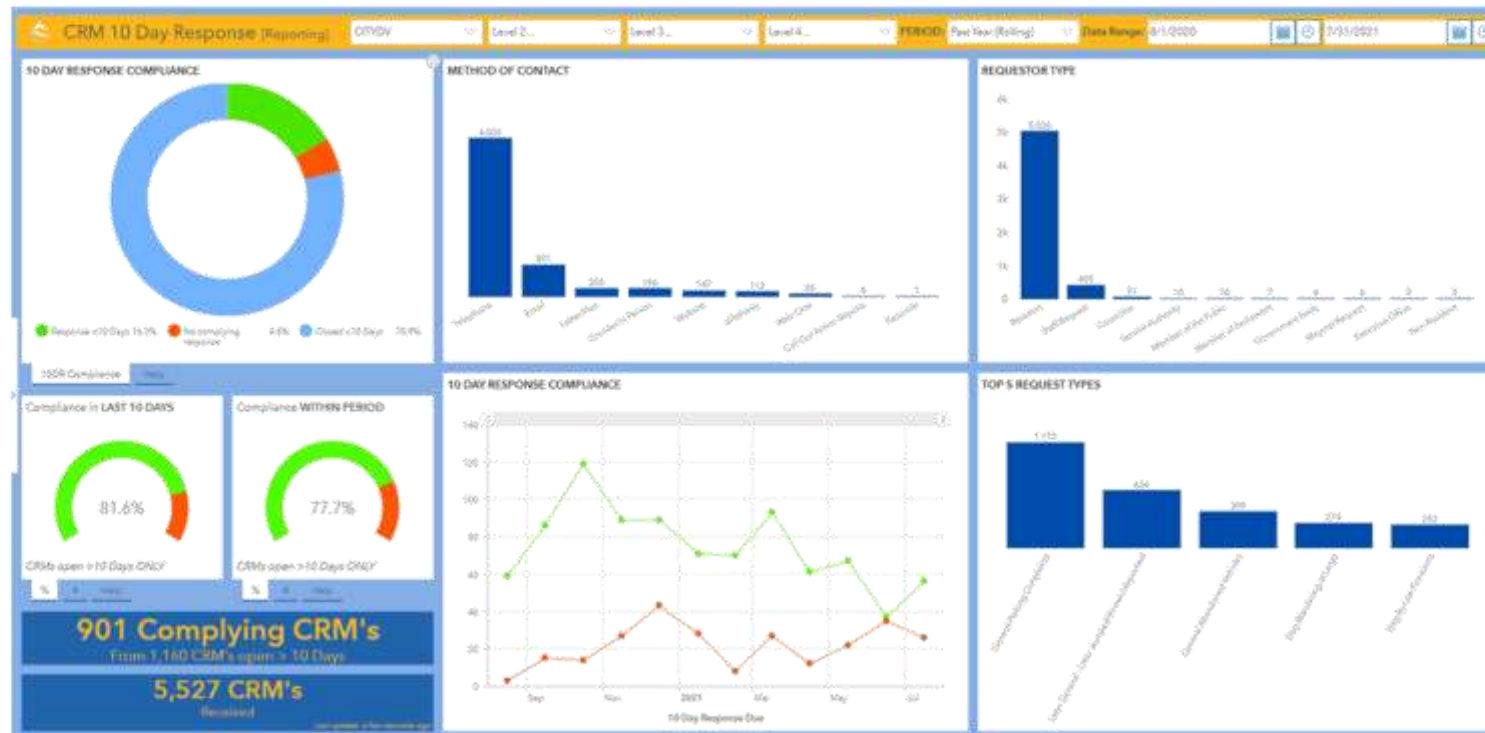
10 Day Service Standard –1 August 2020 to 31 July 2021



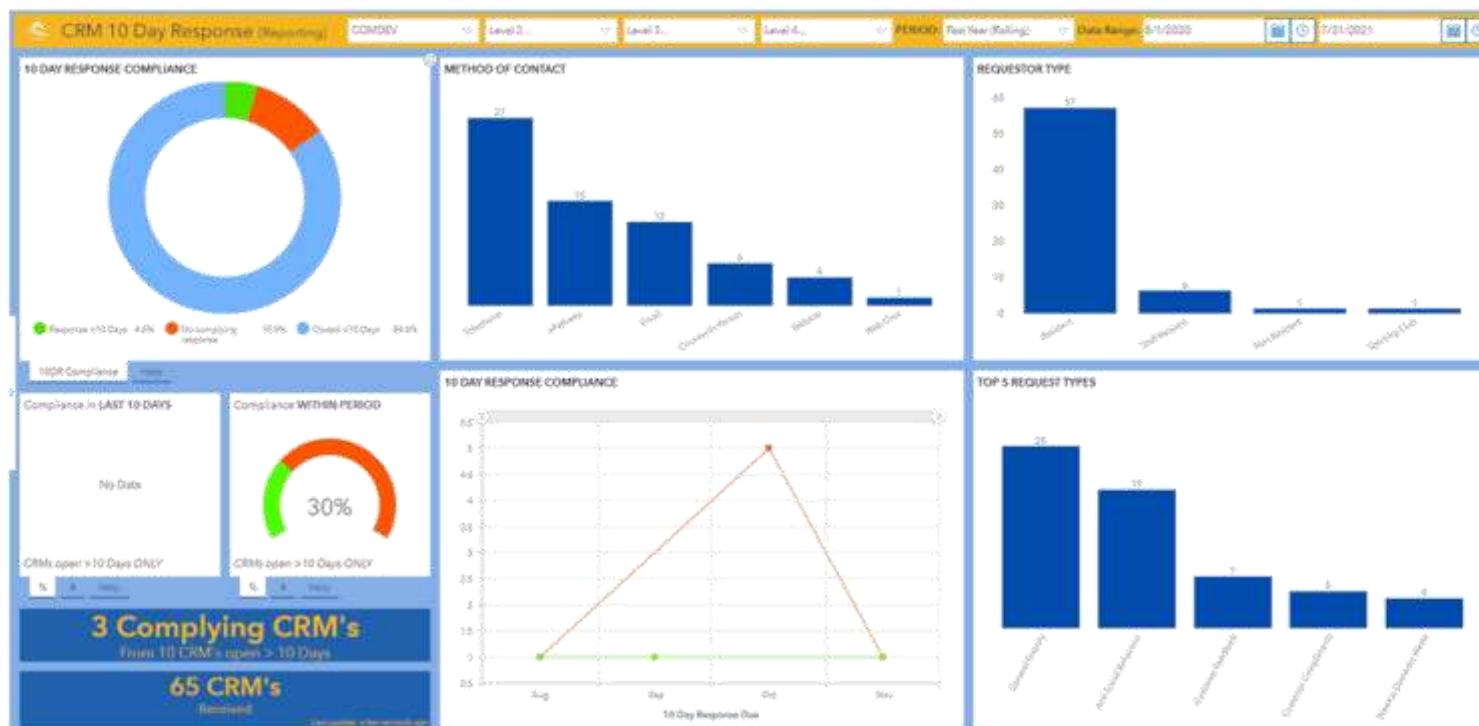
Business Excellence – 1 August 2020 to 31 July 2021



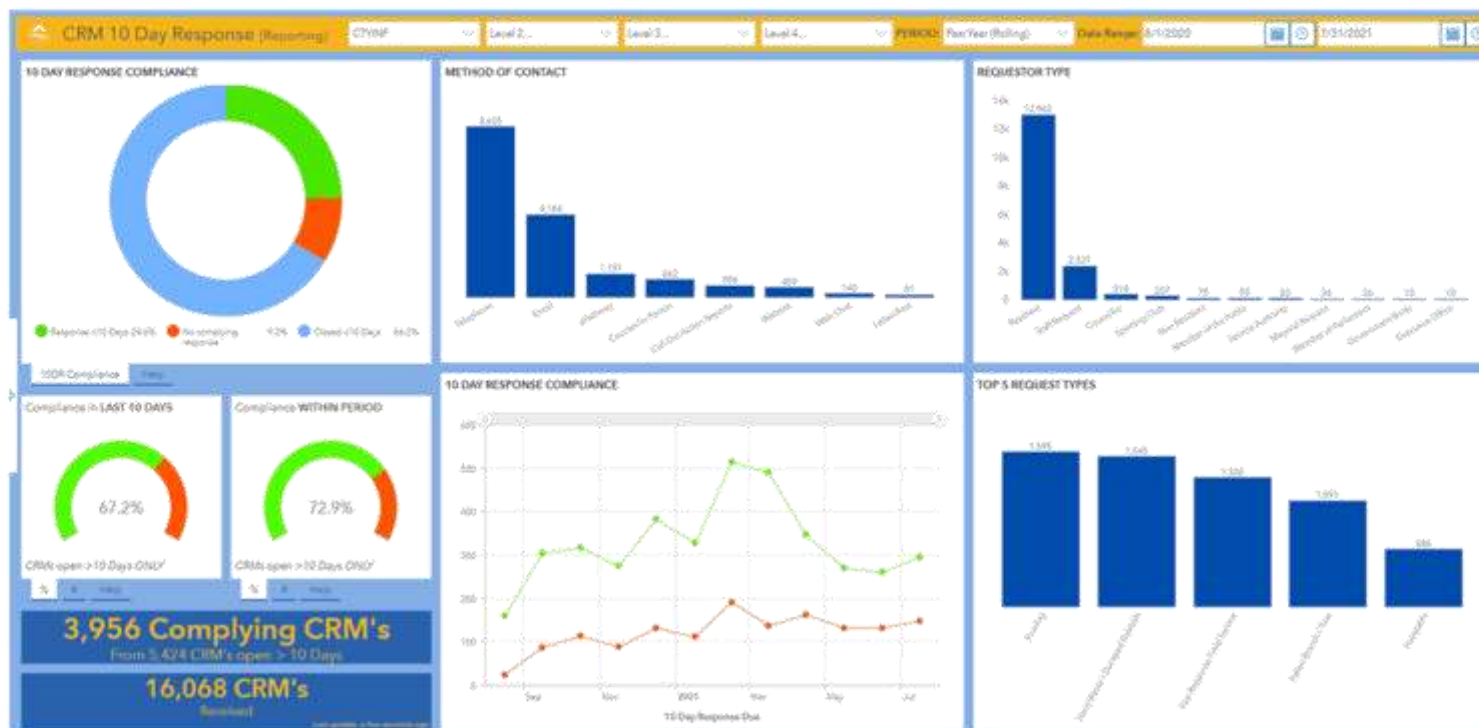
City Development – 1 August 2020 to 31 July 2021



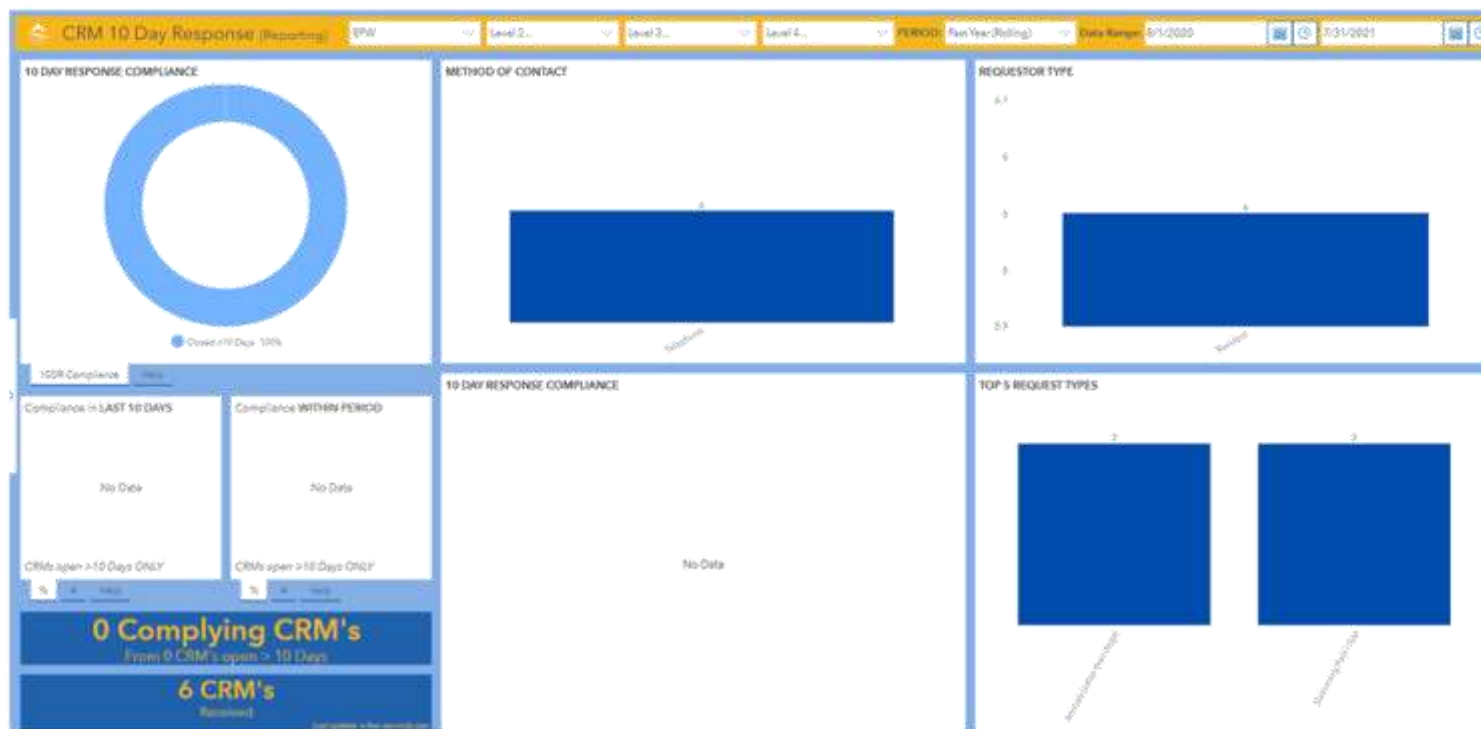
Community Development – 1 August 2020 to 31 July 2021



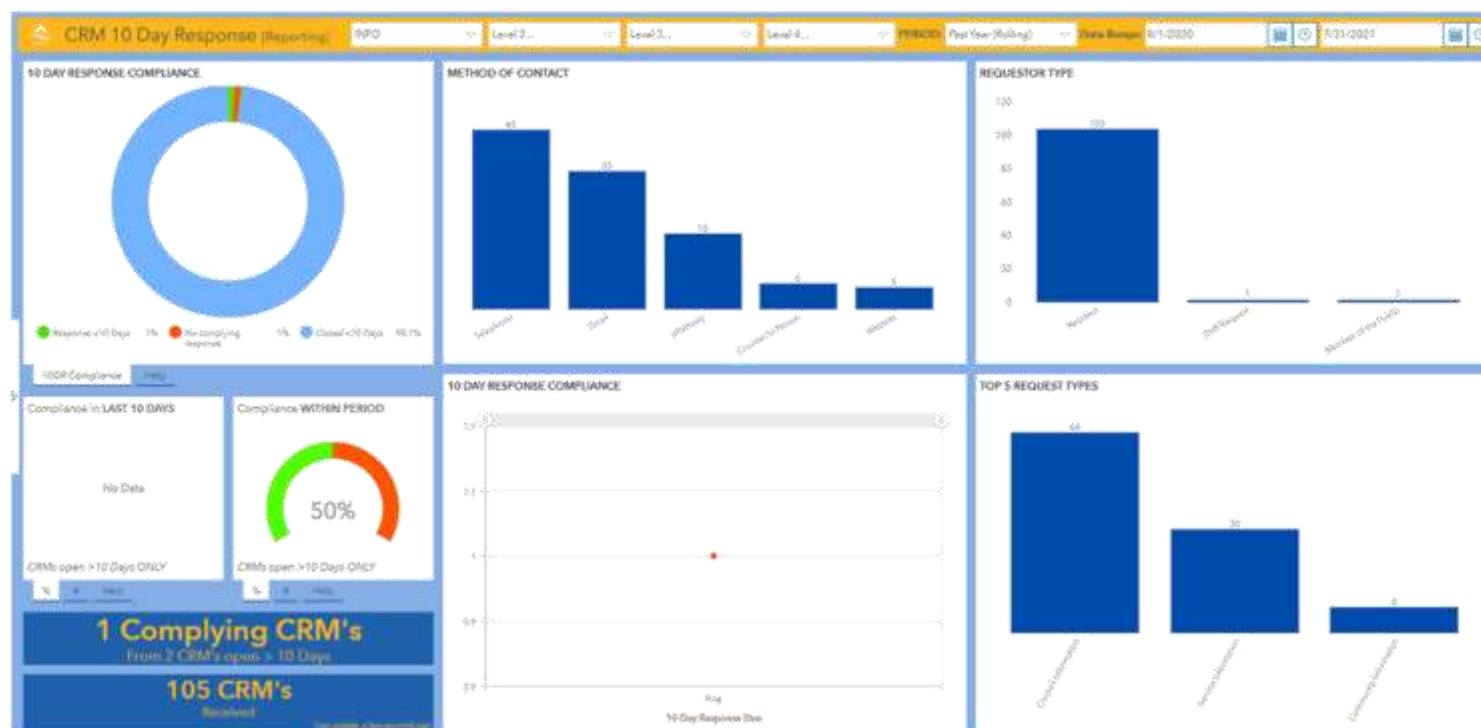
City Infrastructure – 1 August 2020 to 31 July 2021



Epathway – 1 August 2020 to 31 July 2021



Information Only – 1 August 2020 to 31 July 2021



ITEM 6.2.2

**INNOVATION AND BUSINESS DEVELOPMENT
COMMITTEE**

DATE 17 August 2021

HEADING Exceptional Community Experience Project Update

AUTHOR Hannah Walters, Project Manager Community Experience,
Community & Org. Development

CITY PLAN LINKS 1.3 People are valued and they feel safe, included and connected
4.1 Members of our community receive an exceptional experience
when interacting with Council
4.4 We plan effectively to address community needs and identify
new opportunities

SUMMARY As per the recommendation of the Innovation and Business
Development Committee on 18 May 2021 contained in the report
to Council (Item No 13.3 on the agenda for the Council meeting
held on 24 May 2021) a further report be brought back to Innovation
and Business Development Committee in August. This report
provides an update of the work undertaken as part of the Interim
phase of the Exceptional Community Experience Project.

RECOMMENDATION

That Council:

1. Receives the information.
2. Notes that a further report with final findings be presented to the Business and Innovation Development Committee by October 2021.

ATTACHMENTS

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

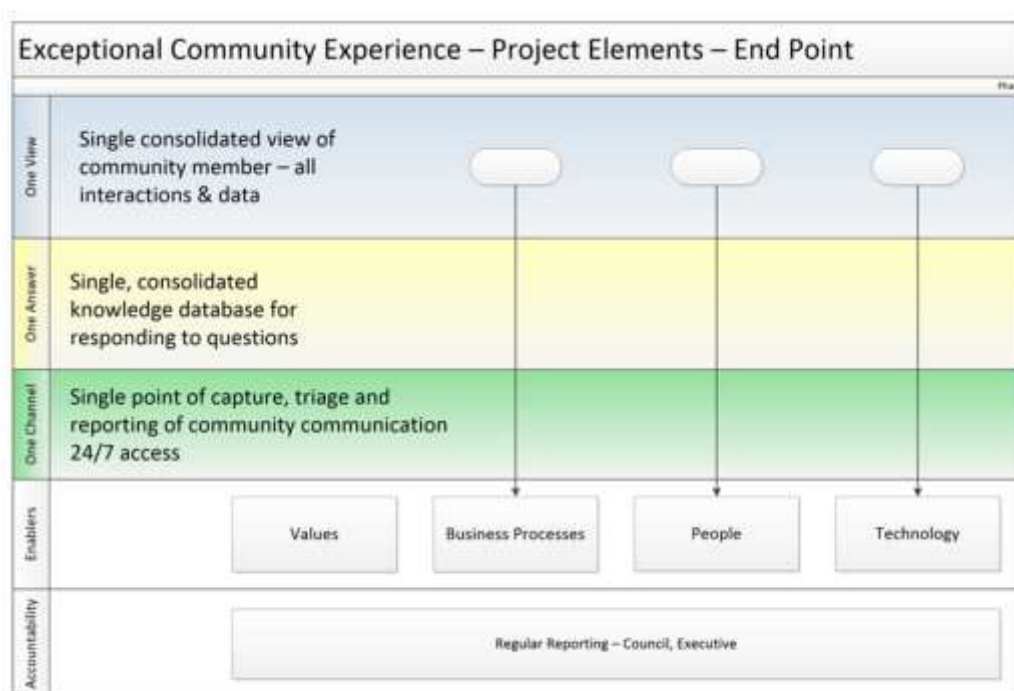
1. Exceptional Community Experience Project - Informal Strategy - Chamonix

1. BACKGROUND

- 1.1 Exceptional Community Experience has been identified as one of the City of Salisbury Key Success Factors, as part of our strategic framework.



- 1.2 An internal Project Manager Exceptional Community Experience was appointed 1 July 2020 to progress this project.
- 1.3 Internal consultation was conducted to identify the key elements for the Exceptional Community Experience Project, as demonstrated in the diagram below:



- 1.4 A consultancy group, Chamonix, commenced on 9 April and were engaged to deliver Phase 1 of the project. The project outcomes for Phase 1 included a report and presentation in relation to:
 - Current state of community experience activities across the organisation;

- High level roadmap of the key elements of Phase 2 Exceptional Community Experience (ECE) Project;
 - Technology solutions available to deliver Phase 2;
 - Business Process changes required to deliver Phase 2;
 - Organisational Structure, key roles, capability and cultural environment required to deliver Phase 2;
 - Project Plan, high level costings and resourcing requirements to deliver Phase 2 ECE Project. This may include more than one option.
 - Benefits realisation framework to measure the success of the project.
- 1.5 A workshop was held with Elected Members on 3 May 2021 to provide the background to Phase 1 of the project and to discuss three key questions:
- What is your view on what Exceptional Community Experience looks like?
 - What is your role in providing Exceptional Community Experience?
 - What do you need to perform your role?
- 1.6 Phase 1 identified Elected Members were experiencing issues in the following areas:
- 1.6.1 Requests not followed up
 - 1.6.2 No closing the loop
 - 1.6.3 Process Transparency
 - 1.6.4 Requirement to reduce escalations
- 1.7 Council further resolved in May 2021 that:
- 1.7.1 *A further report be brought back to Innovation and Business Development Committee by August 2021 outlining the proposed delivery of the Community Experience Project Phase 2, including costings, strategies and priorities on improvement.*
 - 1.7.2 *The report to include strategies for improving Elected Member request response times, follow up and closure.*
 - 1.7.3 *Staff to consult with Elected Members on the development of the customer service information system to ensure it caters for Elected Member requests, timeframes and accountability.*
- 1.8 Chamonix was further engaged to deliver the interim phase of the project to provide costings, strategies and priorities on improvement to deliver phase 2 of the project in line with the above resolution.
- 1.9 To seek Elected Member feedback a briefing was held with Elected Members at the August Informal Strategy session.
- 1.10 This report aims to provide an update on the work carried out to date and noting that further work is required prior to finalising Phase 2.

2. CITY PLAN CRITICAL ACTION

- 2.1 Implement a change plan so that Council provides an exceptional community experience, delivers quality outcomes and is a great place to work.

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Executive Group

3.1.2 Elected Members

4. REPORT

- 4.1 The following components have been addressed as part of the phase 2 with a copy of the presentation to the August Informal Strategy provided as Attachment 1.
- 4.2 Chamonix designed a survey to seek feedback on existing community experience. The Community Experience team conducted over 100 surveys with community members who had a recent interaction with Salisbury.
- 4.3 Service analysis was undertaken of the survey results to identify areas for improvement.
- 4.4 The 4 key elements identified to deliver Exceptional Community Experience are: Transparency, Consistency, Efficiency, Communications.
- 4.5 Internal workshops were held to define what Exceptional Community Experience looks like for transactions, simple and complex community member interactions.
- 4.6 CX Frameworks and templates have been created to help design the business processes for the three different CX types: Transactional (Payments, Library operating hours, bin collection days), Simple (Dumped rubbish, Fallen tree branch, Damaged footpath), Complex (Request for tree removal, tree pruning, unauthorized land development) to achieve baseline community experience.
- 4.7 High impact areas have been identified to help identify priorities for improvement. The high priority areas identified are service requests for field services (Road maintenance and tree maintenance) and inspectorial services (Parking, noise and animal management).
- 4.8 By achieving baseline (a consistent level of service delivery) we will meet the following requirements:
 - 4.8.1 Elected Members will have access to log and track requests
 - 4.8.2 One reliable system for community member interactions
 - 4.8.3 Ability to track and provide regular status updates for Community interactions
 - 4.8.4 Capture improvement opportunities and generate intel
 - 4.8.5 Drive continuous improvement opportunities from intel received
 - 4.8.6 A realistic first step towards delivering Exceptional Community Experience
- 4.9 An Elected Member workshop was held on Monday 2 August 2021 to seek feedback on the strategies and concepts being proposed by Chamonix to meet baseline requirements.

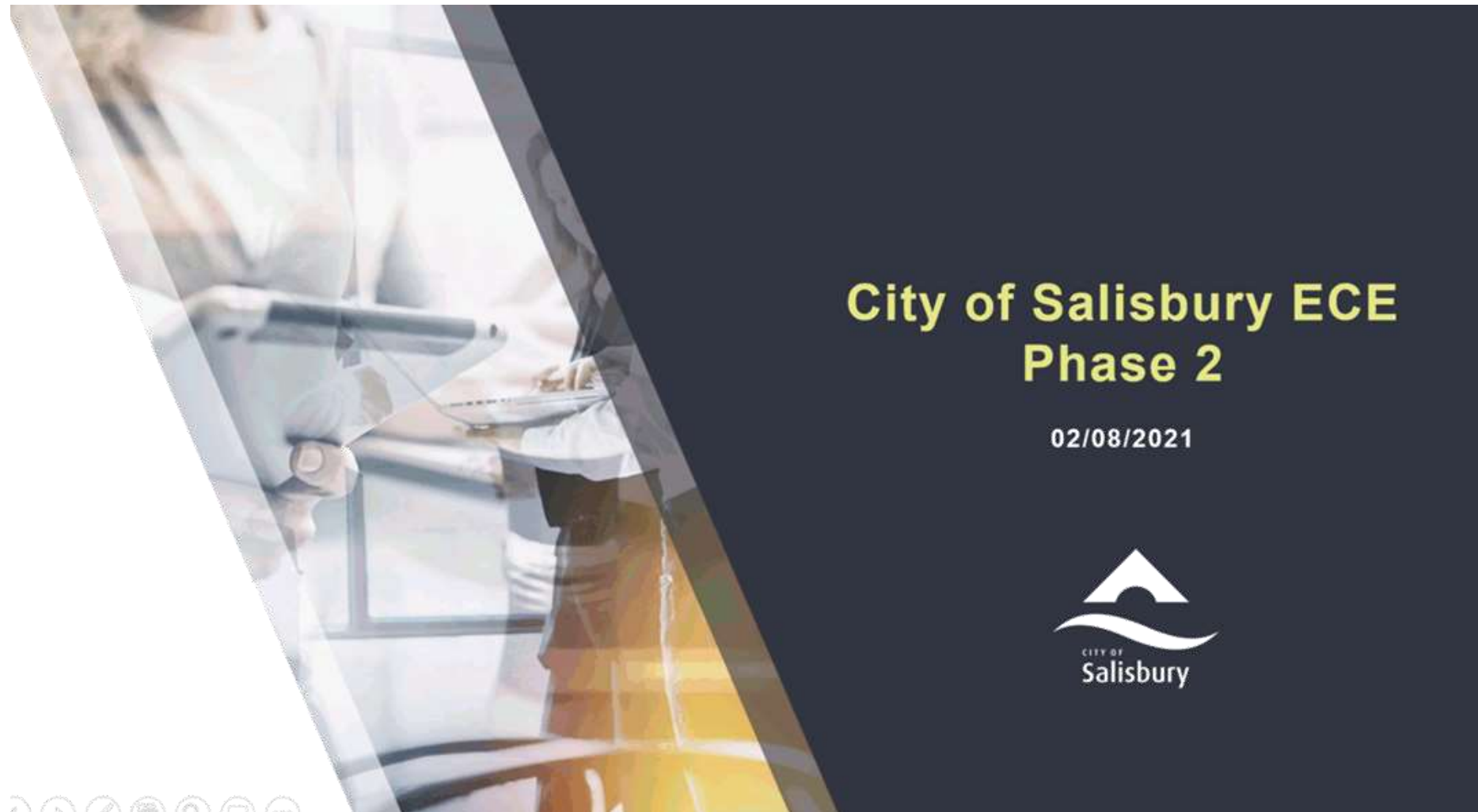
- 4.10 Elected members provided the following feedback:
 - 4.10.1 They want to be able to log and initiate requests
 - 4.10.2 Elected Members to be able to see a level of detail to provide status updates to Community Members
 - 4.10.3 Would like visibility of what is happening in their ward areas
 - 4.10.4 Ensure accountability is factored into the process
 - 4.10.5 General Managers and Divisional Managers to have visibility of service levels for their Divisions and not all responsibility with Community Experience team.
- 4.11 Approximate costs have been provided for what it would cost to implement software to achieve baseline. These costs range between \$150,000 to \$365,000 per annum depending on the system selected and the licence type required.
- 4.12 All proposed software solutions are Software as a Service (SASS) solutions.
- 4.13 Costs associated to this project have not yet been budgeted for and will be subject to further analysis and justification be brought back to Council for consideration.
- 4.14 A high-level project plan has been created to achieve baseline.
- 4.15 The next steps for this project would be to define a set of business requirements to test the market for the most appropriate software solution to meet our business needs.
- 4.16 The Exceptional Community Experience project will be moved under the Business Transformation program to ensure alignment to other transformational initiatives.

5. CONCLUSION / PROPOSAL

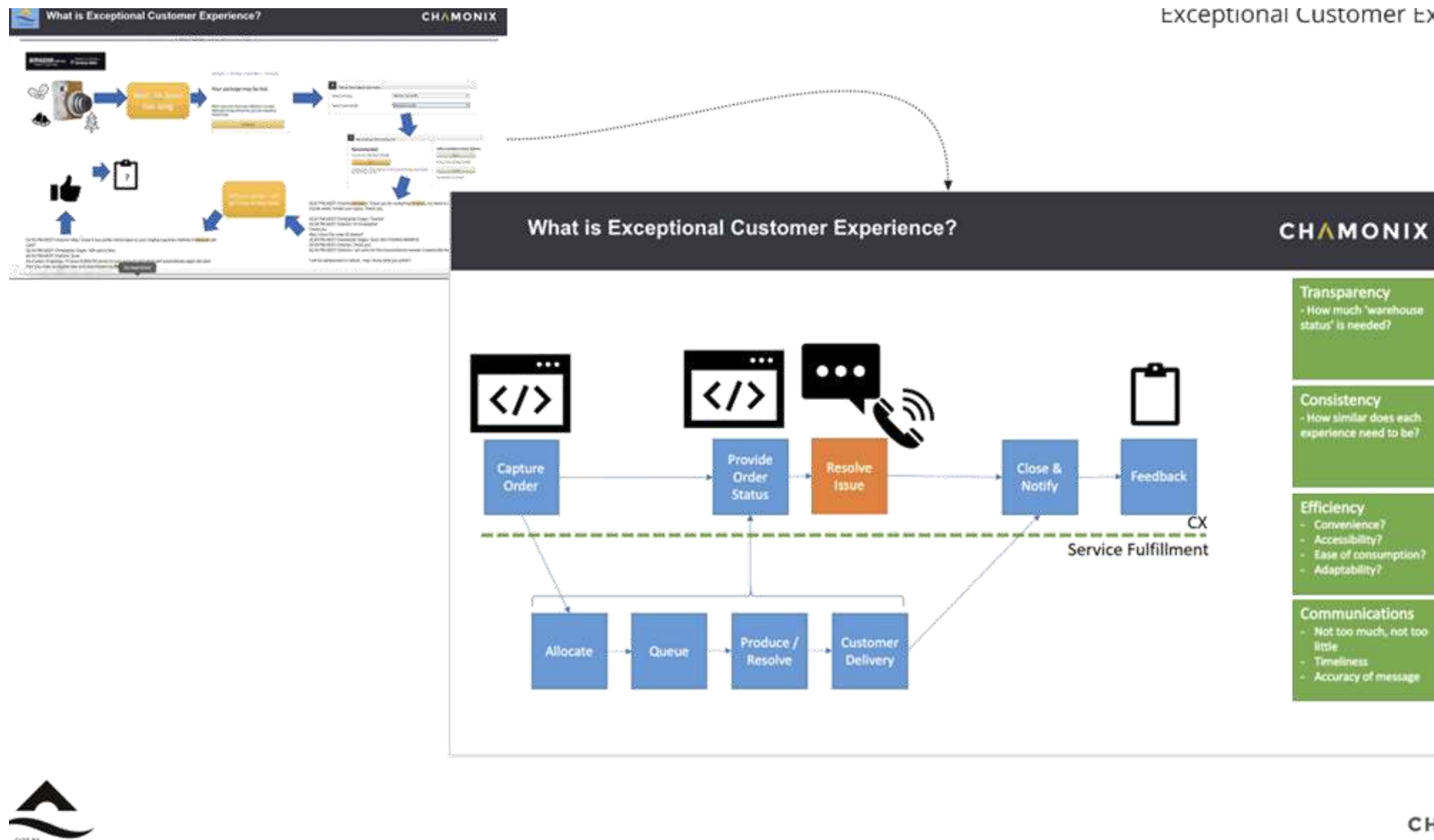
- 5.1 The presentation of the work undertaken as part of the phase 2 of the Exceptional Community Experience is provided as Attachment 1.
- 5.2 A final report be presented to Innovation and Business Development committee by October 2021.

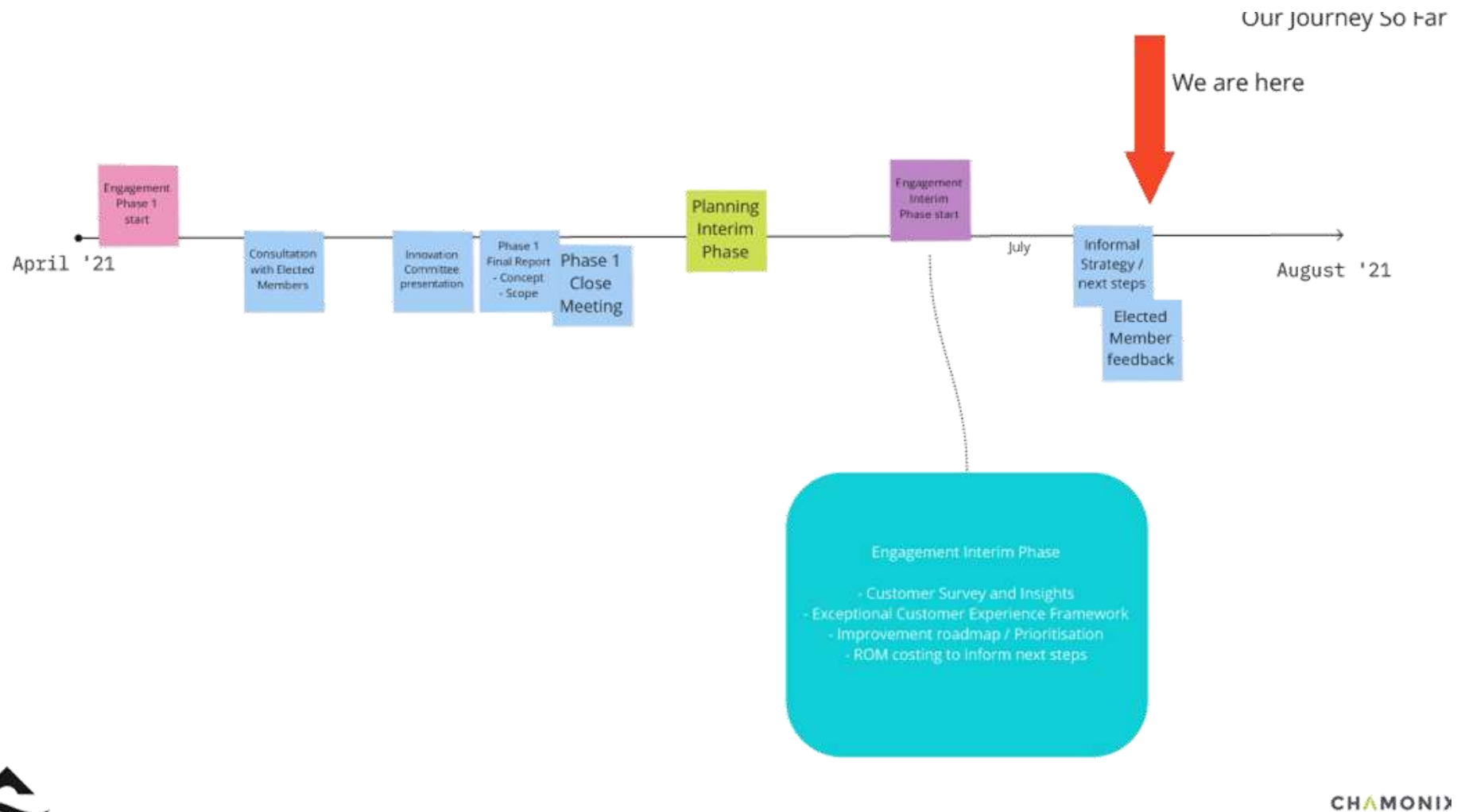
CO-ORDINATION

Officer: GMCoD
Date: 12/05/2021

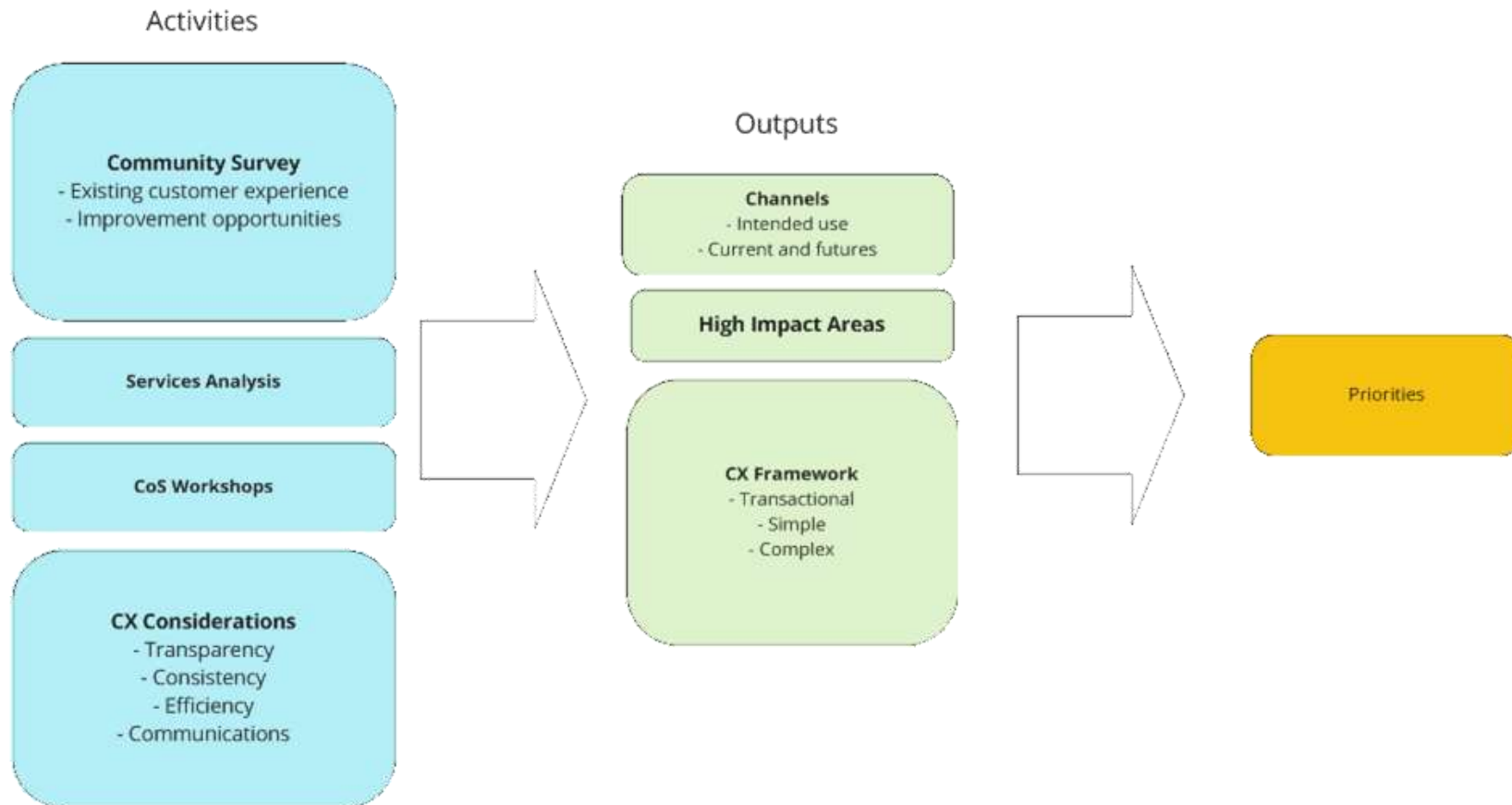


Exceptional Customer Experience





Analysis and applying to CoS



CHAMONIX

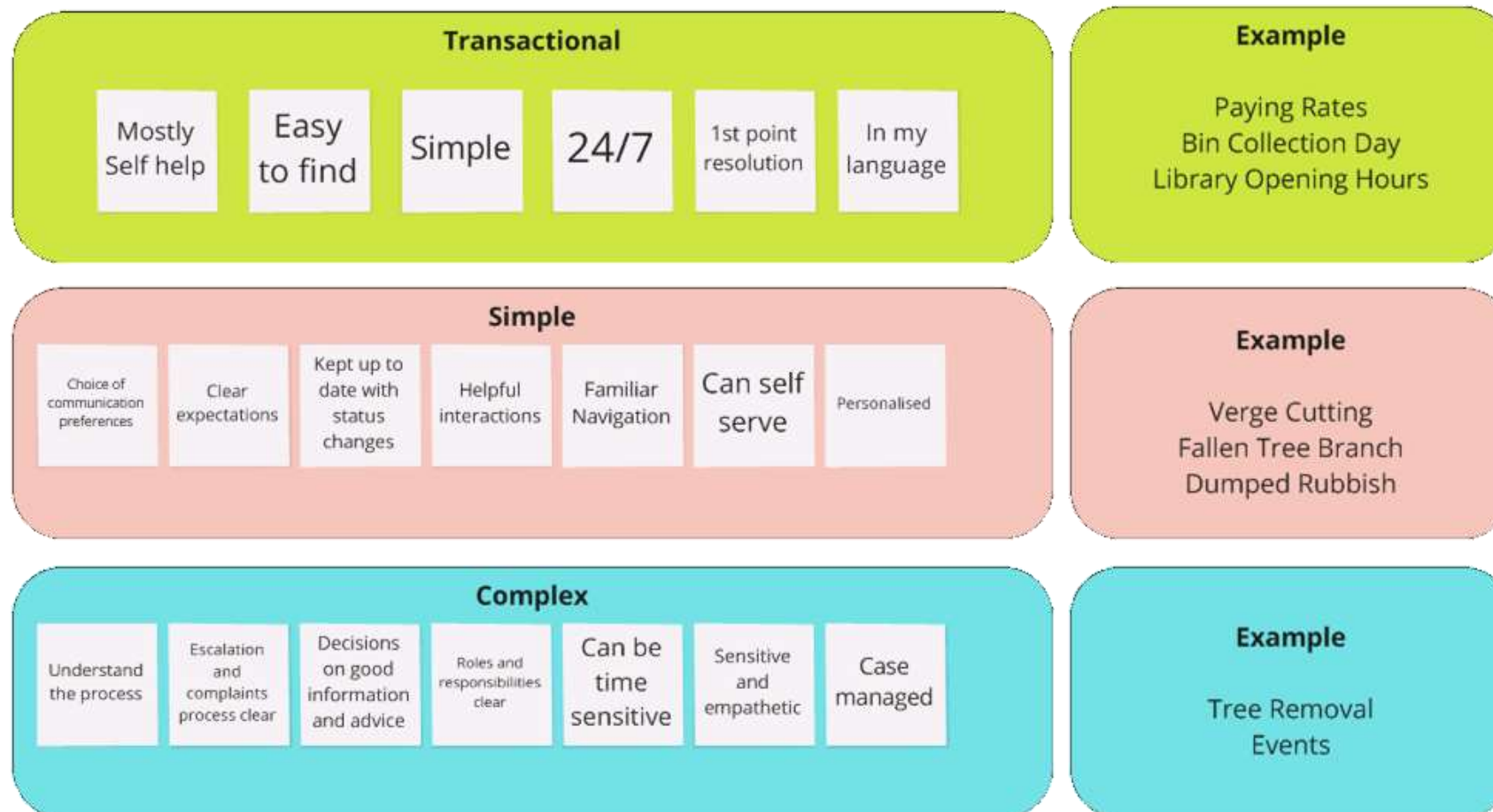


Customer Survey Insights – CX process (104 survey responses)



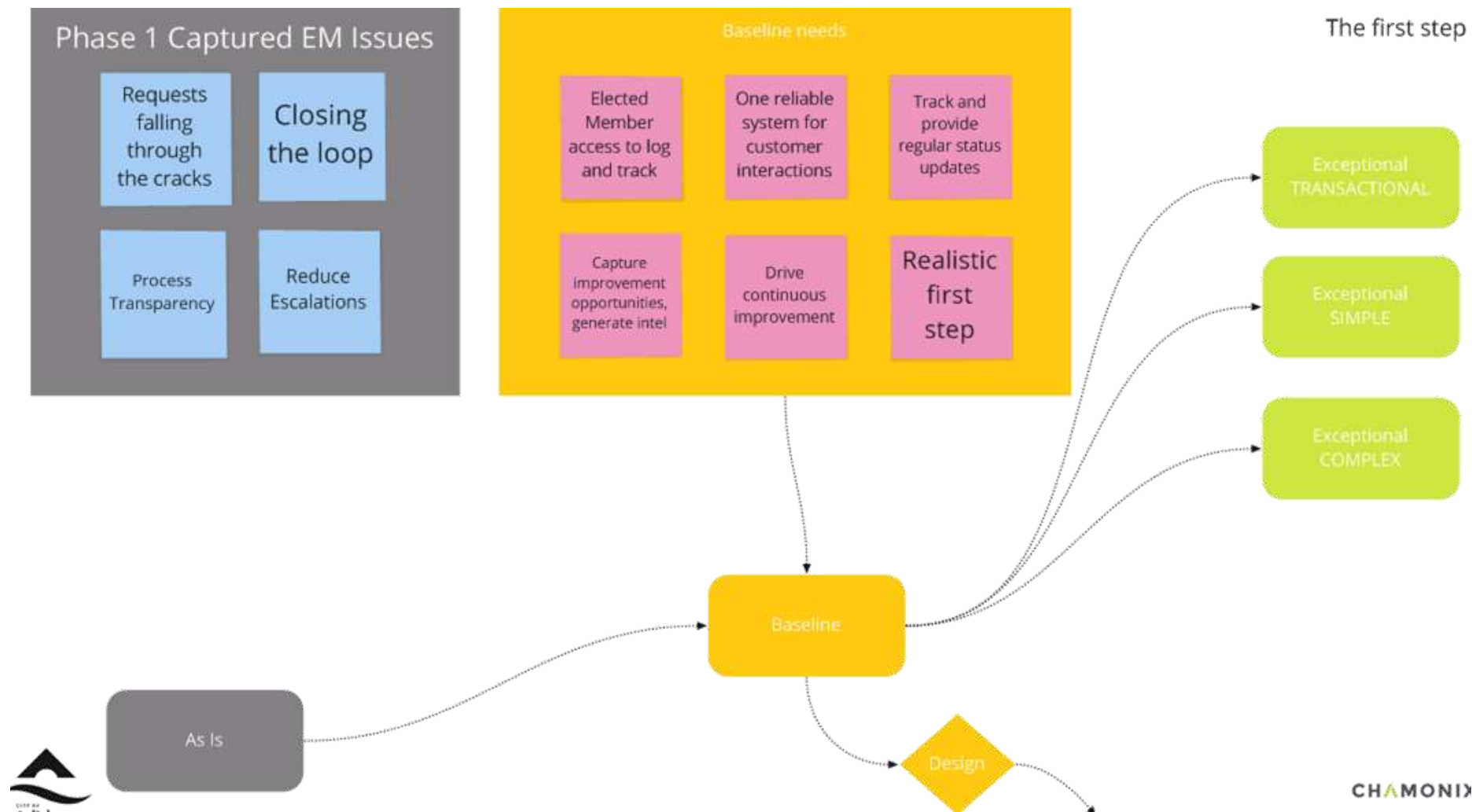
Survey	Score (1-7)	Score 8	Score (9-10)	Community Comments
Lodge Request	24	13	67	<ul style="list-style-type: none"> Initial request and direction not given at first point of call Was hard to lodge the request as was sent to multiple departments and people. Found it challenging as they were passed from one department to the next - Didn't get any clarification from anyone.
Kept aware of SLAs, technical details	41	18	42	<ul style="list-style-type: none"> Unable to provide timeline Different answers when called Never close the loop
Consistent Answer	35	15	54	<ul style="list-style-type: none"> Inconsistency between different departments that I have had to deal with. It is The answer differed between the calls made. Vague responses sometimes
Kept Informed/ Status Update	43	20	41	<ul style="list-style-type: none"> No Communication/ status update/ complaint status Had to call multiple times Could not action maintenance (private property, tree pruning, park) Unrealistic turnaround time
Request Tracked	42	14	48	<ul style="list-style-type: none"> No contact after request No response on follow-up

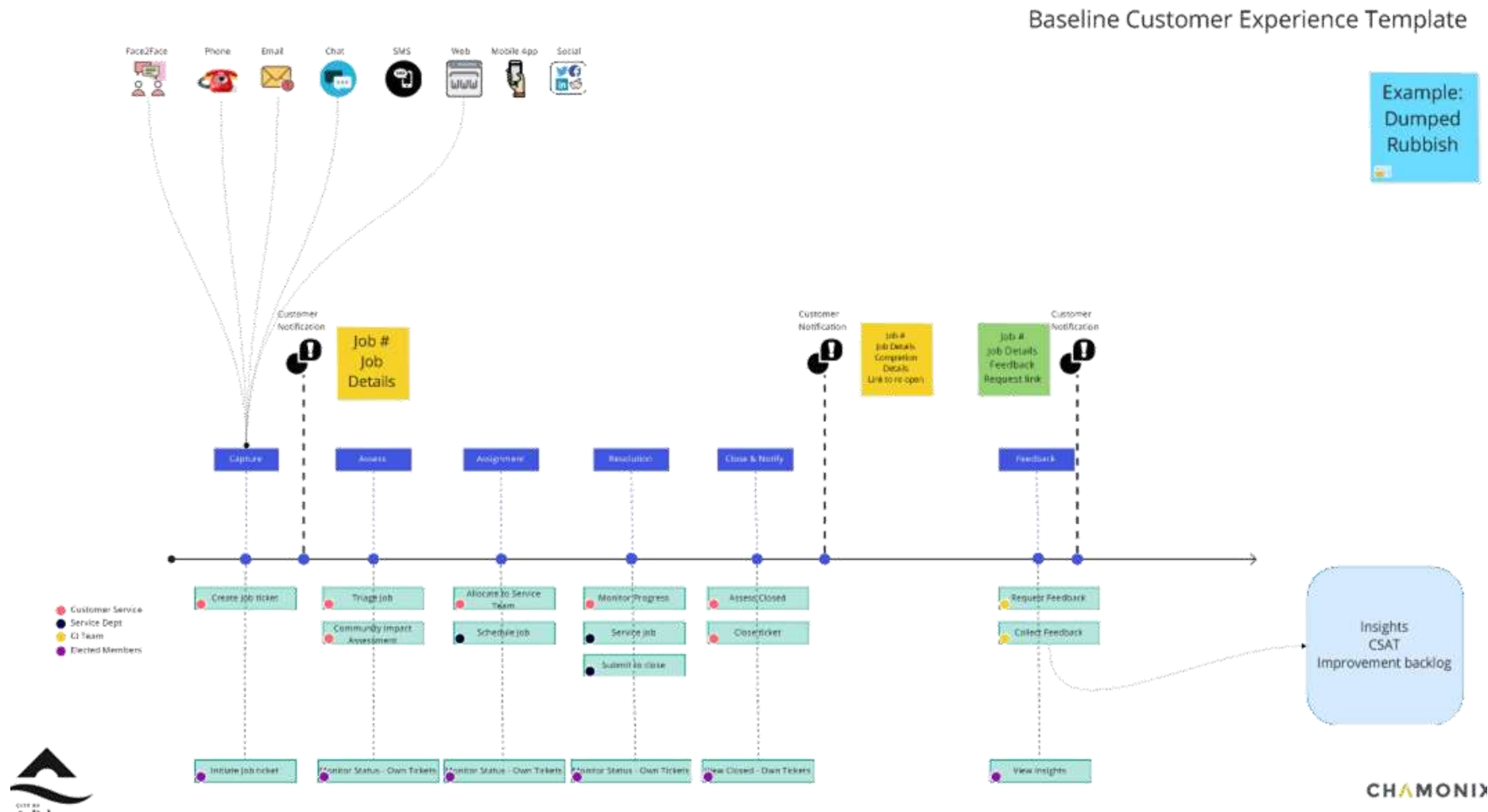
CX Types

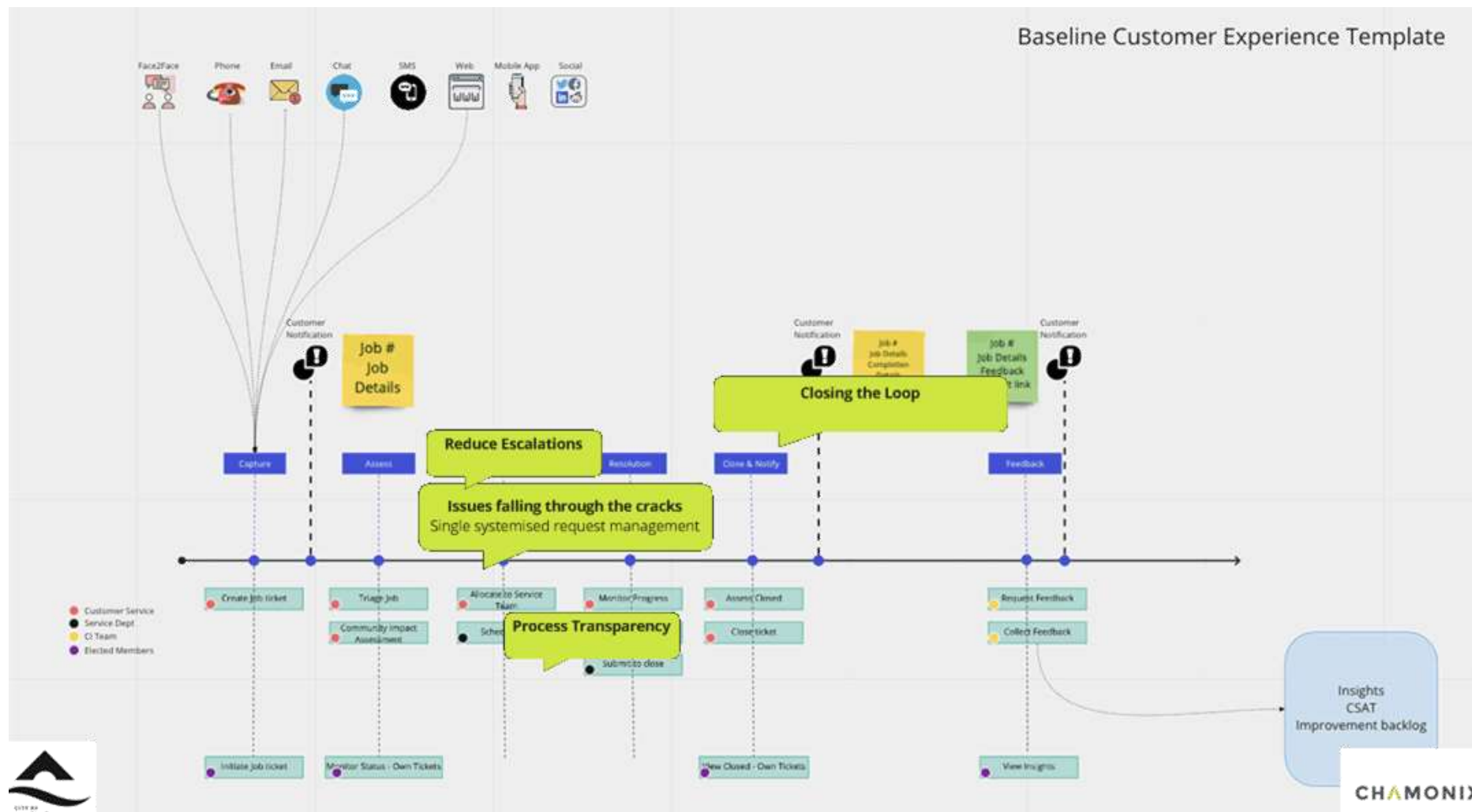


CHAMONIX









Next Steps

High Level Designs

High Level Project Plan

ROM costing

Final Report



In Progress

ETA mid-Aug



CHAMONIX