



## **AGENDA**

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

**19 OCTOBER 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  
Team Leader Corporate Governance, Mr B Kahland  
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 21 September 2021.

Presentation of the Minutes of the Confidential Innovation and Business Development Committee Meeting held on 21 September 2021.

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## **REPORTS**

### *Administration*

|       |  |   |
|-------|--|---|
| 6.0.1 | Future Reports for the Innovation and Business Development Committee ..... | 9 |
|-------|--|---|

### *For Information*

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| 6.2.1 | Community Requests - Response Dashboard ..... | 11 |
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## **OTHER BUSINESS**

## **CLOSE**



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE  
MEETING HELD IN THE LITTLE PARA CONFERENCE ROOMS, SALISBURY  
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**21 SEPTEMBER 2021**

**MEMBERS PRESENT**

Cr K Grenfell (Chair)  
Cr M Blackmore  
Cr B Brug (Deputy Chair) (*via MS Teams*)  
Deputy Mayor, Cr C Buchanan (*from 6:44 pm*)  
Cr P Jensen (*from 6:57 pm*)  
Cr G Reynolds  
Cr J Woodman

**OBSERVERS**

Cr N Henningsen

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Community Development, Mrs A Pokoney Cramey  
General Manager City Development, Ms M English  
Manager Governance, Mr R Deco  
Manager Community Capacity and Learning, Ms J Cooper  
Team Leader Corporate Governance, Mr B Kahland  
Team Leader Council Governance, Ms J Rowett  
Project Manager Community Experience, Ms H Walters

The meeting commenced at 6:41 pm

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

**APOLOGIES**

Apologies were received from Mayor G Aldridge.

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Cr M Blackmore  
Seconded Cr J Woodman

The Minutes of the Innovation and Business Development Committee Meeting held on 17 August 2021, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **6.0.1 Future Reports for the Innovation and Business Development Committee**

Moved Cr J Woodman  
Seconded Cr G Reynolds

That Council:

1. Notes the report.

**CARRIED**

### *For Decision*

#### **6.1.1 Community Hubs Management Model and Community Centre's Collaboration Agreement Review**

*Cr C Buchanan entered the meeting at 6:44 pm*

*Cr P Jensen entered the meeting at 6:57 pm*

Moved Cr M Blackmore  
Seconded Cr B Brug

That Council:

1. Approves under section 41(7) of the *Local Government Act 1999* the establishment of Community Hub Precinct Sub Committees for Burton and Para Hills Community Hubs by March 2022, with governance model as set out in paragraph 5.2 to this report (Innovation and Business Development 16/03/2021, Item No.6.1.1), and Terms of Reference as contained in Attachments 3 & 4 to this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).
2. Approves that collaboration agreements for the Burton Community Centre and the Paddocks Centre are not renewed.
3. Approves the renewal of Collaboration agreements with Bagster Road Community Centre, Salisbury East Neighbourhood Centre, Pooraka Farm Community Centre and Morella Community Centre for a period of 3 years and authorises the CEO to negotiate and execute these respective Collaboration agreements.

4. Approves the proposed funding model for Burton Community Hub and Para Hills Community Hub as outlined in paragraph 6.3 in this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).
5. Approves the proposed program budget for the Community Hub Precinct Sub Committee(s) as outlined in paragraph 6.5 in this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).

With leave of the meeting and consent of the seconder, Cr M Blackmore **VARIED** the **MOTION** as follows:

1. Approves under section 41(7) of the *Local Government Act 1999* the establishment of Community Hub Precinct Sub Committees for Burton and Para Hills Community Hubs by March 2022, with governance model as set out in paragraph 5.2 to this report (Innovation and Business Development 16/03/2021, Item No.6.1.1), and Terms of Reference as contained in Attachments 3 & 4 to this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).
2. Approves that collaboration agreements for the Burton Community Centre and the Paddocks Centre are not renewed.
3. Approves the proposed funding model for Burton Community Hub and Para Hills Community Hub as outlined in paragraph 6.3 in this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).
4. Approves the proposed program budget for the Community Hub Precinct Sub Committee(s) as outlined in paragraph 6.5 in this report (Innovation and Business Development 16/03/2021, Item No.6.1.1).
5. That a Further Information report be provided detailing the legal advice, opportunities for grant funding and consideration of the collaboration agreement.

The **MOTION**, as **VARIED**, was put and **CARRIED**.

**CARRIED**

### *For Information*

#### **6.2.1 Community Requests - Response Dashboard**

Moved Cr C Buchanan  
Seconded Cr P Jensen

That Council:

1. Notes the report.

**CARRIED**

## OTHER BUSINESS

Nil

## CONFIDENTIAL ITEMS

### 6.4.1 Recommendations of the Confidential Strategic Property Development Sub Committee meeting held on Monday 13 September 2021

Moved Cr G Reynolds

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 Monday 13 September 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 7:15 pm

The meeting moved out of confidence and closed at 7:46 pm

CHAIR.....

DATE.....

|                        |  |
|------------------------|--|
| <b>ITEM</b>            | 6.0.1  |
|                        | <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>   |
| <b>DATE</b>            | 19 October 2021  |
| <b>HEADING</b>         | Future Reports for the Innovation and Business Development Committee   |
| <b>AUTHOR</b>          | Michelle Woods, Projects Officer Governance, CEO and Governance  |
| <b>CITY PLAN LINKS</b> | 4.2 We deliver quality outcomes that meet the needs of our community   |
| <b>SUMMARY</b>         | This item details reports to be presented to the Innovation and Business Development Committee as a result of a previous Council resolution. |

**RECOMMENDATION**That Council:

1. 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        |
|---------------------|--|----------------|
| 23/08/2021<br>6.2.2 | <b>Exceptional Community Experience Project Update</b><br>2. Notes that a further report with final findings will be presented to the Business and Innovation Development Committee by October 2021.<br><b>Due:</b> October 2021<br><b>Deferred to:</b> February 2022<br><b>Reason:</b> Due to the detailed information required to present final findings for the Exceptional Community Experience Project the report will need to be deferred to February 2022. This timeframe will allow the organisation to undertake a Request for Information process through procurement, to investigate and analyse proposed technology solutions to ensure they meet the requirements to deliver Exceptional Community Experience as identified in the report provided by Chamonix consultants and clarify costs. | Hannah Walters |
| 27/09/2021<br>6.1.1 | <b>Community Hubs Management Model and Community Centre's Collaboration Agreement Review</b><br>4. Approves a comprehensive assessment of the management models, in the context of delivering the best outcomes for our community, be conducted and reported back to Council by June 2023 for Bagster Road Community Centre, Salisbury East Neighbourhood Centre, Pooraka Farm Community Centre and Morella Community Centre.<br><b>Due:</b> June 2023   | Jo Cooper      |

### 4. CONCLUSION / PROPOSAL

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



|                        |  |
|------------------------|--|
| <b>ITEM</b>            | 6.2.1  |
|                        | <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>   |
| <b>DATE</b>            | 19 October 2021  |
| <b>HEADING</b>         | Community Requests - Response Dashboard  |
| <b>AUTHOR</b>          | Hannah Walters, Project Manager Community Experience, Community Development  |
| <b>CITY PLAN LINKS</b> | 4.1 Members of our community receive an exceptional experience when interacting with Council                           |
| <b>SUMMARY</b>         | As per Council resolution a monthly report on the Community Requests - Response Dashboard is provided for information. |

**RECOMMENDATION**That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. 10 Day Service Standard Report Dashboard - September 2021

**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 Data Project Lead Business Transformation
- 2.2 External
  - 2.2.1 Nil

### 3. REPORT

#### Organisation

- 3.1 The Community Request - Response Dashboards for the rolling 12-month period 1 October 2020 to 30 September 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 22,969 requests received in the past rolling 12-month period ending 30 September 2021:
  - 3.3.1 71.9% of requests were closed within 10 days.
  - 3.3.2 91.9% 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 30 September 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   | 1,258             | 0%                    | 99.9%              | 0.1%                      | 99.9%               |
| City Development      | 5,563             | 14.6%                 | 80.0%              | 5.4%                      | 94.6%               |
| Community Development | 55                | 1.8%                  | 90.9%              | 7.3%                      | 92.7%               |
| City Infrastructure   | 15,976            | 24.0%                 | 66.3%              | 9.7%                      | 90.3%               |
| Epathway              | 7                 | 0.0%                  | 100%               | 0.0%                      | 100%                |
| Information Requests  | 110               | 0.0%                  | 100%               | 0.0%                      | 100%                |
| <b>Total</b>          | <b>22,969</b>     | <b>20.2%</b>          | <b>71.7%</b>       | <b>8.1%</b>               | <b>91.9%</b>        |
|                       |                   | <b>91.9%</b>          |                    | <b>8.1%</b>               |                     |

- 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 |
|--------------------------|--------------------------------------|
| 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                                 |
| Aug-21                   | 92.0                                 |
| Sept-21                  | 91.9                                 |

- 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-Services 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 30 September 2021, of the requests that had not been closed within the 10 days, 78.3% had been responded to within the 10-day period, compared to last month which was 74.3%.

**Current Month Performance**

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

| Department            | Requests Received | % Responded < 10 Days | % Closed < 10 Days | % Not Met 10 Day Response | % Closed/ Responded |
|-----------------------|-------------------|-----------------------|--------------------|---------------------------|---------------------|
| Business Excellence   | 144               | 0.0%                  | 100%               | 0.0%                      | 100.0%              |
| City Development      | 531               | 8.9%                  | 86.3%              | 4.9%                      | 95.2%               |
| Community Development | 3                 | 0.0%                  | 100.0%             | 0.0%                      | 100.0%              |
|                       |                   |                       |                    |                           |                     |
| City Infrastructure   | 1,281             | 13.1%                 | 82.0%              | 4.9%                      | 95.1%               |
| Epathway              | 0                 | 0.0%                  | 100%               | 0.0%                      | 100.0%              |
| Information Requests  | 9                 | 0.0%                  | 100%               | 0.0%                      | 100.0%              |
| Total                 | 1,968             | 10.9%                 | 84.6%              | 4.5%                      | 95.5%               |
|                       |                   | 95.5%                 |                    | 4.5%                      |                     |

3.14 For CRMs received in September 2021 we achieved a compliance rate of 95.5% where the CRM Request was either closed or responded within 10 business days.

#### 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 request types

3.16 A total of 2,051 CRM requests were logged in September 2021.

3.17 The top 15 CRM requests types for September 2021 are:

- Change of Address 142
- Dumped Rubbish 125
- General Parking Complaints 124
- Tree Pruning 108
- Fast Response – Field Services 95
- Issue Keys / Swipe Card 80
- Verge Mowing 76
- Dog Wandering at Large 68
- Fallen Tree / Branch 56
- Footpaths 50
- General Inflammable Undergrowth 46
- General Abandoned Vehicle 43

- General Building Maintenance 42
- Tree Removal 39
- Pot Holes 35

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

- Salisbury 257
- Mawson Lakes 205
- Paralowie 192
- Parafield Gardens 172
- Salisbury North 150
- Para Hills 117
- Ingle Farm 111
- Pooraka 92
- Salisbury East 90
- Salisbury Heights 66

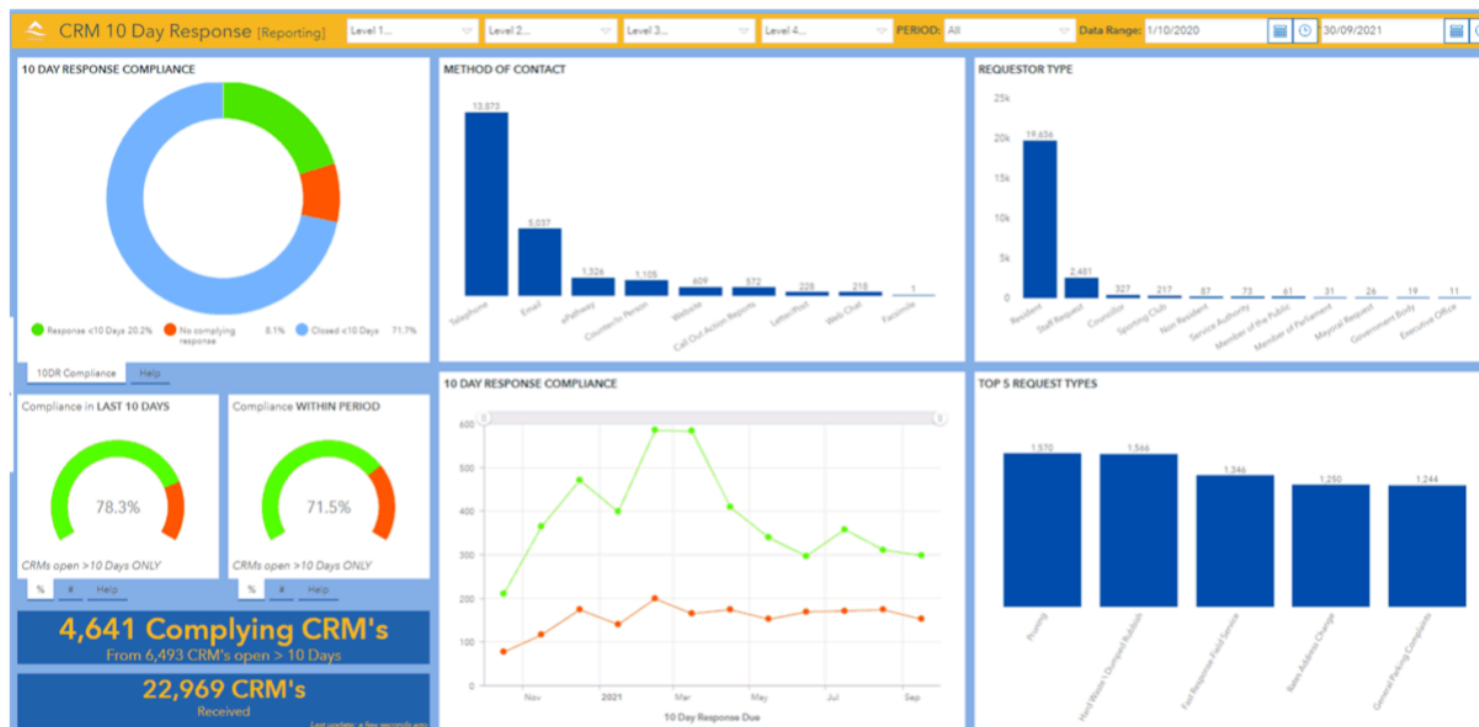
#### **4. UPDATE ON NEW REPORTING DASHBOARD**

- 4.1 As it stands, the 10 Day Service Standard visualization was created by extracting data from Pathway and saving the data into an Excel spreadsheet.
- 4.2 The spreadsheets are saved in SharePoint and Power BI consumes the static data and visualizes it. Updating the visualization involves a number of manual processes that needs to be performed in a specific sequence and relies of the availability of people in multiple teams.
- 4.3 The time taken to complete the manual process for the creation of a visualization can take up to 3 days before it is available for consumption by staff with a Power Bi Pro License.
- 4.4 Data Project Lead Business Transformation, is currently working with Expose to move the organisation to a more modern data analytics platform which is a future-proof architecture used to process, store and manage large amounts of raw, unstructured data that is readily available in a secure cloud.
- 4.5 The current engagement with Expose Data is to build upon the current 10 Day Service Standard report and create a dashboard displaying 12 months of rolling data for customer requests being closed or responded to. This includes a model that communicates with data from the Customer Request system (Pathway), and visualizes the data including by Suburbs, Request Types, the current period vs the previous period (month), by Ward/Suburb, the Total number of requests and Contact Type (Phone, Email etc.).
- 4.6 We are proposing to roll out the improved cloud based 10 Day Service Standard Dashboard report in November 2021 once the engagement with Expose Data is completed.

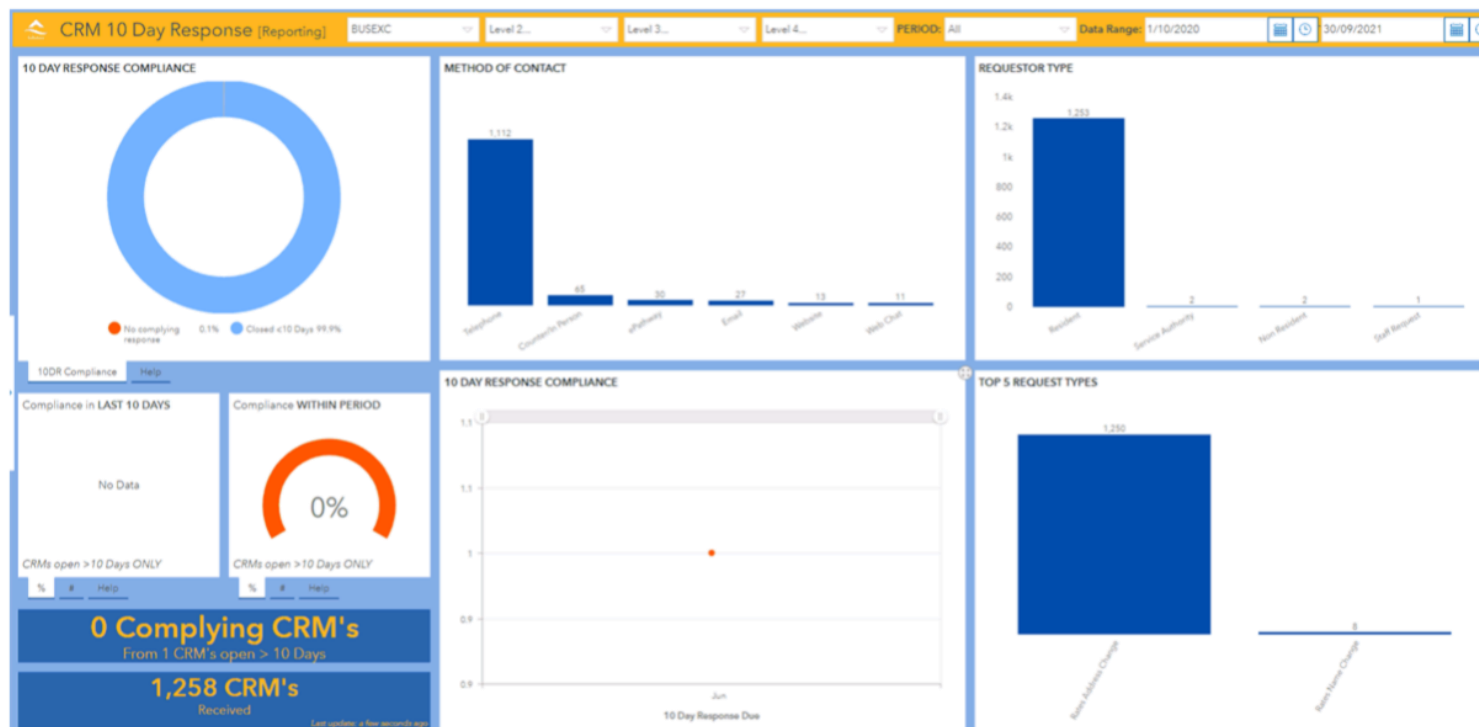
**5. CONCLUSION / PROPOSAL**

- 5.1 It is noted that the Project Manager Community Experience will continue to work with individual business units to identify where CRM is not meeting the target.
- 5.2 It is also noted that the project to identify an improved technology solution to analyse and report requests is nearing completion. We are aiming to have the new interactive cloud-based dashboard implemented in November 2021.

## 10 Day Service Standard –1 October 2020 to 30 September 2021

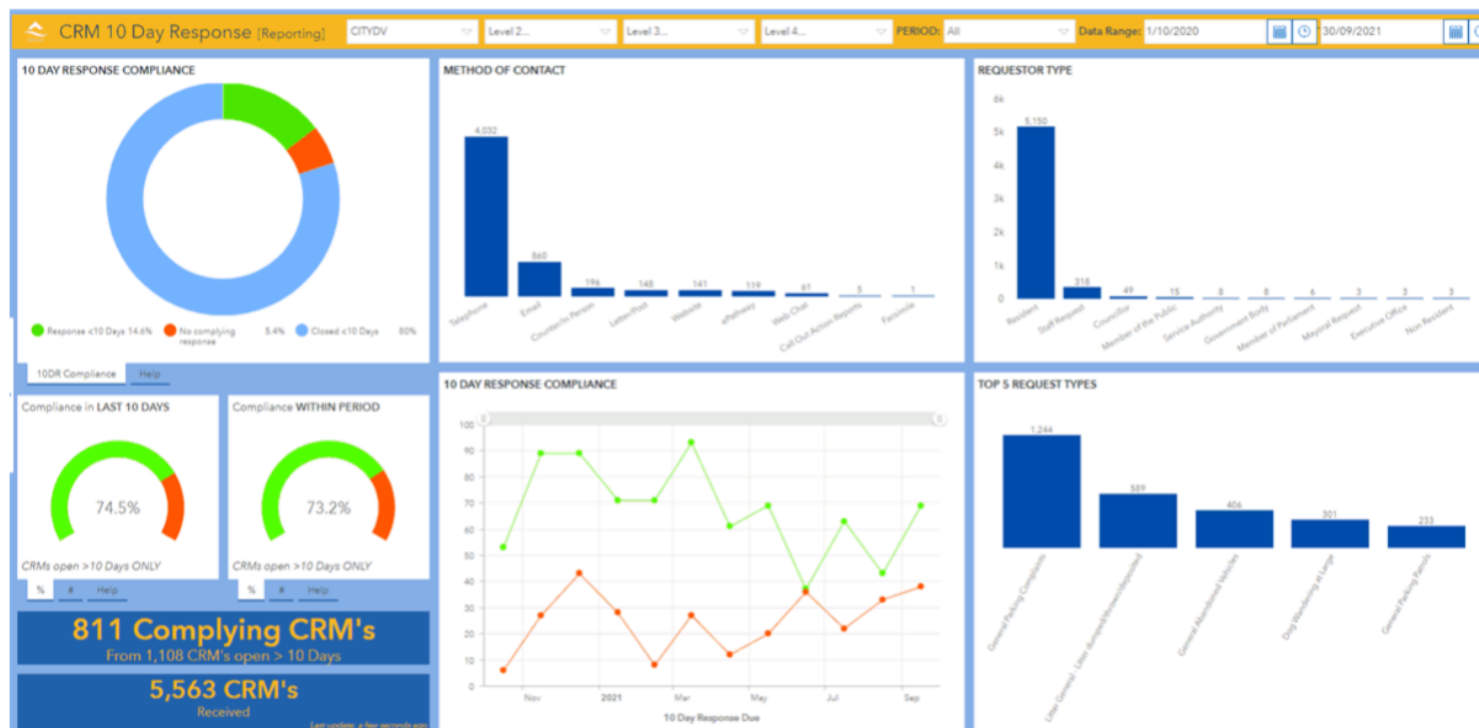


## Business Excellence – 1 October 2020 to 30 September 2021

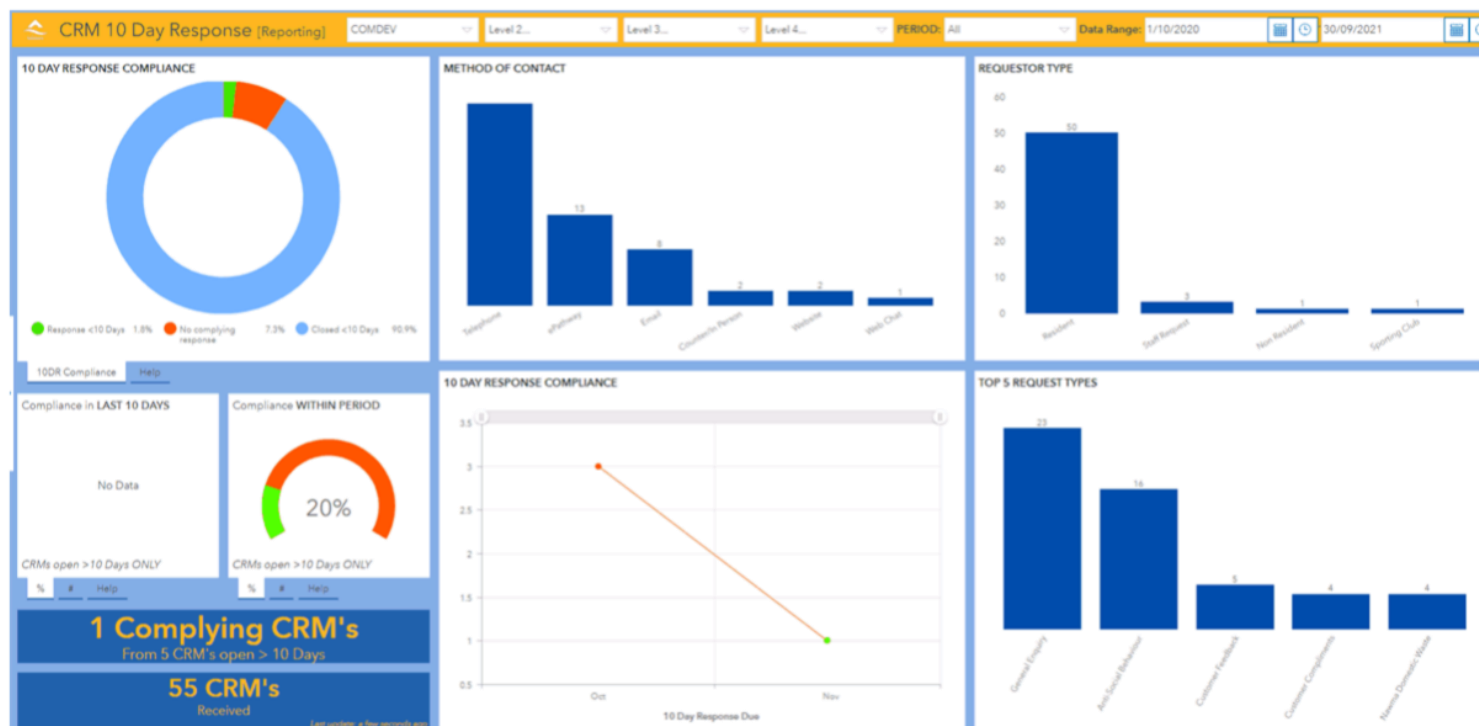




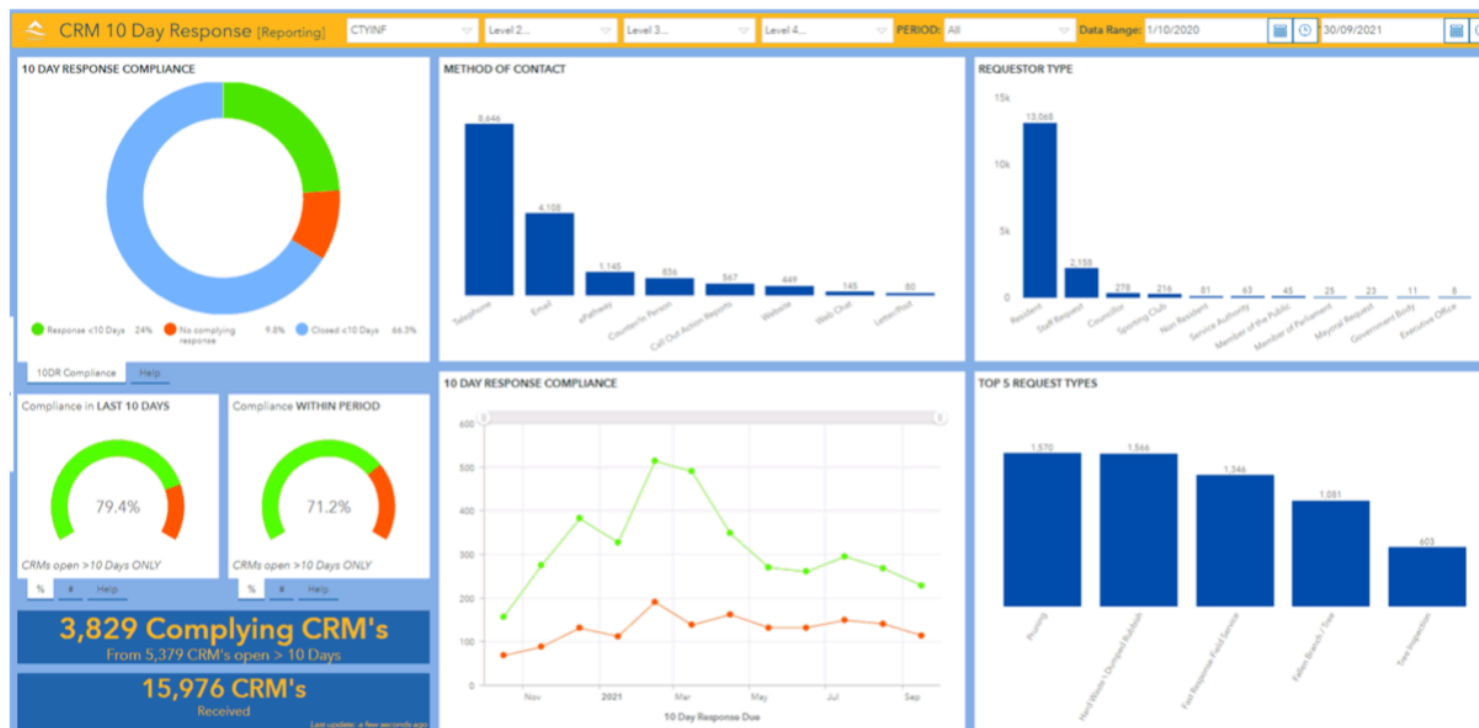
## City Development – 1 October 2020 to 30 September 2021



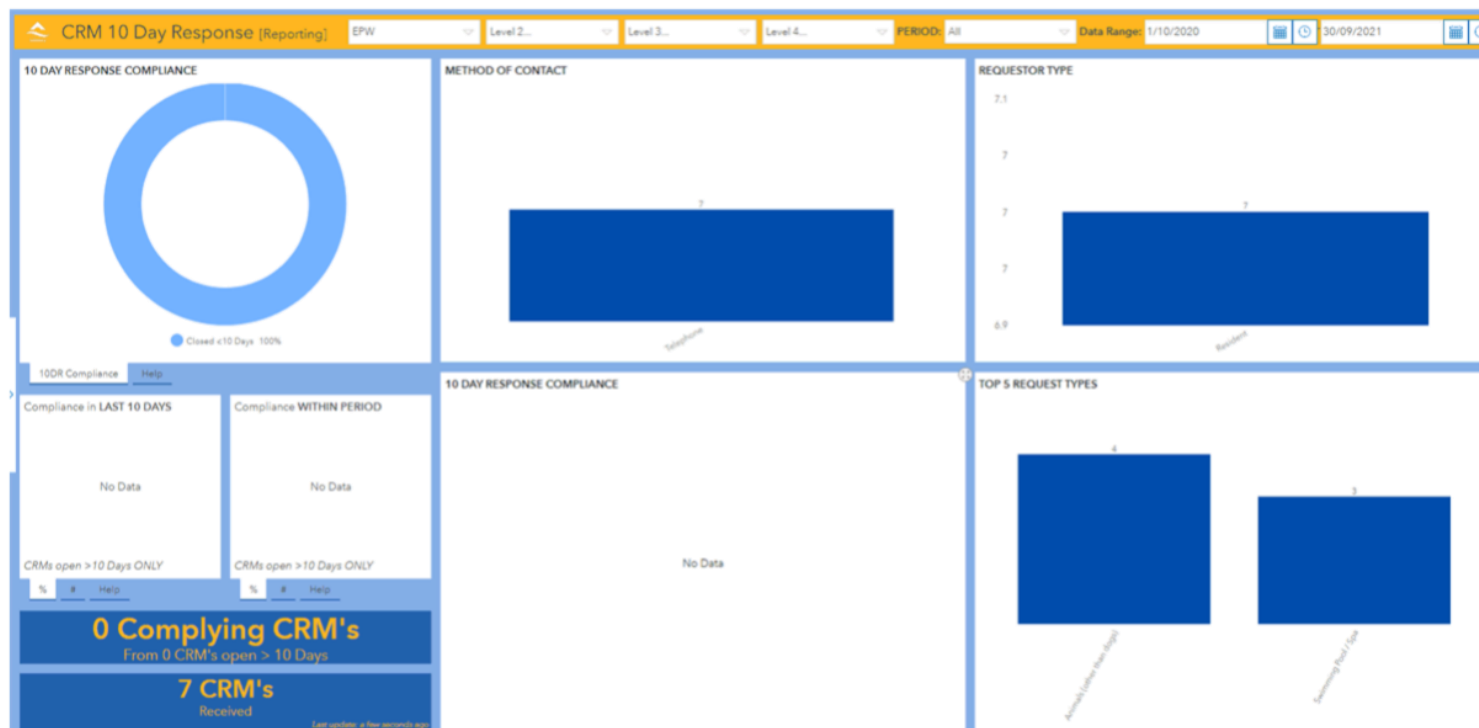
## Community Development – 1 October 2020 to 30 September 2021



## City Infrastructure – 1 October 2020 to 30 September 2021



## Epathway – 1 October 2020 to 30 September 2021



## Information Only – 1 October 2020 to 30 September 2021

