



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE MEETING TO BE HELD ON

14 DECEMBER 2021 AT 6:30 PM

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

MEMBERS

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Cr B Brug (Deputy Chairman)
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 16 November 2021.

Presentation of the Minutes of the Confidential Innovation and Business Development Committee Meeting held on 16 November 2021.

REPORTS

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OTHER BUSINESS

CONFIDENTIAL ITEMS

6.4.1 Recommendations of the Confidential Strategic Property Development Sub Committee meeting held on Tuesday 7 December 2021

Recommendation

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 7 December 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.*

CLOSE



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

16 NOVEMBER 2021

MEMBERS PRESENT

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Cr B Brug (Deputy Chairman)
Deputy Mayor, Cr C Buchanan
Cr G Reynolds

OBSERVERS

Cr A Duncan

STAFF

General Manager Business Excellence, Mr C Mansueto
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.30 pm.

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

APOLOGIES

Apologies were received from Cr P Jensen and Cr J Woodman.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr B Brug
Seconded Cr M Blackmore

The Minutes of the Innovation and Business Development Committee Meeting held on 19 October 2021, be taken as read and confirmed.

CARRIED

REPORTS

Administration

6.0.1 Future Reports for the Innovation and Business Development Committee

Moved Cr B Brug
Seconded Cr M Blackmore

That Council:

1. Notes the report.

CARRIED

6.0.2 Recommendations of the Strategic Property Development Sub Committee meeting held on Monday 8 November 2021

Moved Cr M Blackmore
Seconded Cr B Brug

That Council:

1. Receives and notes the information contained in the Strategic Property Development Sub Committee Minutes of the meeting held on 08 November 2021 and adopts the following recommendations contained therein:

CARRIED

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

Moved Cr M Blackmore
Seconded Cr B Brug

That Council:

1. Notes the report.

CARRIED

For Information

6.2.1 Community Requests - Response Dashboard

Moved Cr M Blackmore
Seconded Cr B Brug

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 8 November 2021

Moved Mayor G Aldridge
Seconded Cr M Blackmore

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 08 November 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 6.40 pm.

The meeting moved out of confidence and closed at 6.43 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1 INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	14 December 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. 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 6.2.2 Due: Comment:	Exceptional Community Experience Project Update 2. Notes that a further report with final findings will be presented to the Business and Innovation Development Committee by October 2021. February 2022 As noted in the October 2021 Future Report item, this report is being presented in February 2022 to enable further work into the findings for the Exceptional Community Experience Project.	Hannah Walters
27/09/2021 6.1.1 Due:	Community Hubs Management Model and Community Centre's Collaboration Agreement Review 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. June 2023	Amy Pokoney Cramey

4. CONCLUSION / PROPOSAL

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

ITEM	6.0.2
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
HEADING	Recommendations of the Strategic Property Development Sub Committee meeting held on Tuesday 7 December 2021
AUTHOR	Sharee Klein, Manager Strategic Development Projects, City Development
CITY PLAN LINKS	1.1 Our City is attractive and well maintained 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	The minutes and recommendations of the Strategic Property Development Sub Committee meeting held on Tuesday 7 December 2021 are presented for Innovation and Business Development Committee's consideration.

RECOMMENDATIONThat Council:

1. Receives and notes the information contained in the Strategic Property Development Sub Committee Minutes of the meeting held on 07 December 2021 be received and noted and that the following recommendations contained therein be adopted by Council:

SPDSC1 Future Reports for the Strategic Property Development Sub CommitteeThat Council:

1. Notes the report.

SPDSC2 Stage One Community Engagement Outcome - Eight Investigation Sites: Ingle Farm, Para Vista, Para HillsThat Council:

1. Notes the outcomes of the Community Engagement undertaken for eight sites located in Ingle Farm, Para Vista and Para Hills.
2. Notes that the Stage Two Community Engagement strategy for the eight investigation sites will be revised to consider key learnings from the Stage One engagement activities.
3. Notes that the Stage Two Community Engagement strategy will be presented to Council for approval prior to any further engagement activity being undertaken.

ATTACHMENTS

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

1. Minutes Strategic Property Development Sub Committee - 7 December 2021



**MINUTES OF STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE
MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

7 DECEMBER 2021

MEMBERS PRESENT

Cr P Jensen (Chairman)
Mayor G Aldridge (ex officio)
Deputy Mayor, Cr C Buchanan
Cr K Grenfell (Deputy Chairman)
Cr D Proleta
Cr J Woodman

OBSERVERS

Cr S Reardon (*until 7.05 pm*)
Cr N Henningsen (*until 7.05 pm*)

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Ms M English
Manager Strategic Development Projects, Ms S Klein
Manager Governance, Mr R Deco
Project Manager – Strategic Development Project, Mr S Tremain
Strategic Development Project Planner, Ms E Kiamos
Administrative Coordinator – Business Excellence, Mrs M Potter

The meeting commenced at 6.34 pm

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

APOLOGIES

An apology was received from Cr G Reynolds.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr K Grenfell
Seconded Cr J Woodman

The Minutes of the Strategic Property Development Sub Committee
Meeting held on 08 November 2021, be taken as read and confirmed.

CARRIED

REPORTS

SPDSC1 Future Reports for the Strategic Property Development Sub Committee

Moved Cr J Woodman
Seconded Cr K Grenfell

That Council:

1. Notes the report.

CARRIED

SPDSC2 Stage One Community Engagement Outcome - Eight Investigation Sites: Ingle Farm, Para Vista, Para Hills

Moved Cr P Jensen

That Council:

1. Notes the outcomes of the Community Engagement undertaken for eight sites located in Ingle Farm, Para Vista and Para Hills, in addition to petitions received from the local community.
2. Does not proceed with the Community Engagement strategy for the eight investigation sites.

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Moved Mayor G Aldridge
Seconded Cr J Woodman

That Council:

1. Notes the outcomes of the Community Engagement undertaken for eight sites located in Ingle Farm, Para Vista and Para Hills.
2. Notes that the Stage Two Community Engagement strategy for the eight investigation sites will be revised to consider key learnings from the Stage One engagement activities.
3. Notes that the Stage Two Community Engagement strategy will be presented to Council for approval prior to any further engagement activity being undertaken.

CARRIED

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

SPDSC3 Ryans Road, Greenfields (Former Road Reserve) - Land Disposal

Moved Cr K Grenfell
Seconded Cr D Proleta

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 **Ryans Road, Greenfields (Former Road Reserve) - Land Disposal** 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 7.05 pm

The meeting moved out of confidence and closed at 7.15 pm

CHAIRMAN.....

DATE.....

ITEM	6.1.1 INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	14 December 2021
HEADING	KIK Innovations and 42 North Partnership Opportunity
AUTHOR	Amy Pokoney Cramey, General Manager Community Development, Community Development
CITY PLAN LINKS	3.2 Salisbury is a place of choice for businesses to start, invest and grow 4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	Council has an opportunity to enter into a partnership with KIK Innovations and 42 Adelaide to create employment opportunities for youth in the northern suburbs. Outcomes of this partnership will include 42Adelaide graduates employed with northern businesses, the establishment of a Northern Connector role, and further young people from Salisbury entering the program in 2022. This report summarises the mission of KIK Innovations and 42 Adelaide and outlines the details of the proposed partnership.

RECOMMENDATION

That Council:

- 1.1 Notes that \$25,000 from the existing Community Development Operating Budget will be allocated to partner with KIK Innovations and 42 Adelaide.
- 1.2 Notes the outcomes of the partnership will include placement of 20 graduates with northern businesses and the attraction of a further 20-40 students from the City of Salisbury into the program in 2022.
- 1.3 Notes that the City of Salisbury will continue to work with KIK innovations to explore enterprise solutions to youth unemployment across sectors relevant to our local context.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.4 KIK Innovations is a South Australian organisation, driven by a single purpose; to end youth unemployment and provide new solutions to this complex social issue.
- 1.5 KIK Innovations values the process of innovation and engaging young people through entrepreneurial doing. KIK Innovations runs programs that provide access to dynamic business content and uses growth mindset principles to support disadvantaged young people to build confidence and self-belief.

- 1.6 42 is an organisation which was founded in Paris in 2013 by tech entrepreneur, Xavier Neil. 42 is among the best coding schools in the world with over 12,000 students across 35 campuses in more than 20 countries.
- 1.7 Students gain a Diploma level accreditation in Advanced Programming and are job ready, providing a comparatively rapid response to the current difficulties experienced by companies in attracting and retaining talent in software engineering, coding and programming.
- 1.8 The 42 network has 100% employability for graduating students. The principles of 42 include:
 - 100% free, no tuition fees ever
 - open to all, no prerequisites for entry, no coding experience required, 16+
 - Open 24/7, study anytime
 - Flexible, no classes, no teachers or schedules, choose your own path
 - Peer learning, learn with your peers, building projects together
 - Project based, practical curriculum, real world focused, gamified platform
 - Accredited, aligned to a Diploma of IT (Advance Programming)
- 1.9 42 Adelaide is a part of the 42 global enterprise and is managed in Australia by KIK Innovations who hold the only license in Australia at this time. The 42 Adelaide campus is based in the Adelaide CBD.

2. CITY PLAN CRITICAL ACTION

- 2.1 Attract firms to Salisbury, providing job opportunities for residents
- 2.2 Support new and existing businesses and industries to grow and create jobs
- 2.3 Link Technology Park with other innovation precincts in Adelaide
- 2.4 Provide opportunities to staff to be innovative and shape the next generation of Council business, investment and services
- 2.5 Proportion of Salisbury's working population with Certificate 3 and above qualifications.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Community Development Department
 - 3.1.2 Polaris Centre and Economic Development team
- 3.2 External
 - 3.2.1 KIK Innovations
 - 3.2.2 42Adelaide

4. REPORT

- 4.1 42 Adelaide is run with the support of companies and individuals who support their philosophy through partnerships, donations and sponsorship. Partners/Sponsors of 42 Adelaide include:
- Loftus, Lockheed Martin Australia, OzRunways Electronic Flight Bag, Government of SA, Uniting Communities, Academy IT.
- 4.2 Hiring Partners of 42 Adelaide Include:
- LVX Global, Careapp, Earth Corporation Pty Ltd, Presys Group, Airspeeder, Fleet, ElmTek, Codan, Onda, MEQ, Tic:Toc, Silentium Defence, Talent Rise, Codium, Fivecast, Logic Plus, Tcpinpoint, MAS, Digital Resilience, Mercy Me, Maxima, Trust Provenance.
- 4.3 It is proposed that the City of Salisbury partners with KIK Innovations. This partnership would result in:
- A forum for bringing together northern businesses to understand their employment needs and ‘pipeline’ challenges.
 - Potential to partner on future STEM exhibitions.
 - A strategy session with Polaris and Council around expanding to other industries and other funding opportunities
 - The creation of a ‘42 Northern Connector role’ whose sole purpose would be to connect to young people and support them to explore opportunities available through 42Adelaide and Council.
- 4.4 The tangible outcome of this 42 Northern Connector role would be 20 local people placed in ongoing employment with businesses based in the Council area, following graduation or as a cadet whilst they continue studying. Further to this, the role will support 20-40 additional local people to undertake a 42 program in 2022.
- 4.5 Council’s proposed contribution towards this partnership will be:
- In-kind support to deliver the two sessions alongside KIK Innovation including staffing, room hire and amenities at the Salisbury Community Hub or Polaris Centre.
 - A financial contribution for a 42 Northern Connector role (\$25,000 from the existing Community Development Operating Budget).
 - A desk space at the Polaris Centre/Salisbury Community Hub up to 4 times a month
- 4.6 KIK Innovations are eager for this partnership and have already raised ideas around utilising the Salisbury Community Hub and Polaris for events and networking opportunities.
- 4.7 Throughout this partnership it is proposed there would be various meetings providing updates on the work the 42 Northern Connector role is undertaking to ensure that collaboration and integration with Polaris and Council is prioritised.
- 4.8 Whilst it has been agreed that this partnership would only be for the length of a year, should Council wish, there may be further opportunities for a longer

partnership to generally look at enterprise and innovation as a solution to youth unemployment, particularly in the Northern suburbs. KIK Innovations are leaders both locally and nationally in this ground-breaking approach.

5. CONCLUSION / PROPOSAL

- 5.1 Council has an opportunity to enter into a partnership with KIK Innovations and 42 Adelaide to create employment opportunities for youth in the northern suburbs.
- 5.2 The Administration is advising Council of the use of funds to support the creation of a 42 Northern Connector role. The main purpose of this role is to drive local employment and support local businesses.

ITEM 6.1.2

**INNOVATION AND BUSINESS DEVELOPMENT
COMMITTEE**

DATE 14 December 2021

HEADING Northern Futures Inc Winding Up - Establishing an Economic Futures Fund and Reference Group

AUTHOR Mike Richards, Coordinator Business Services, City Development

CITY PLAN LINKS 4.4 We plan effectively to address community needs and identify new opportunities

SUMMARY Northern Futures Inc is winding up its operations and has provided in principle approval to transfer the funds to the City of Salisbury. Northern Futures Inc was established in 2002 with seed funding from the City of Salisbury, industry groups and community to operate independently of Government structures for the benefit of local industry and community members in the region.

A key role for Northern Futures was to develop and progress State and Federal Government programs to advance education, training and workforce development in the region.

RECOMMENDATION

That Council:

1. Approves the establishment of the Economic Futures Fund and Reference Group as a CEO Working Group.
2. Approves the appointment of Mayor G Aldridge as the City of Salisbury representative on the Economic Futures Fund Reference Group.
3. Authorises the CEO to approve administrative arrangements relating to the establishment of the Economic Futures Fund and the Reference Group.
4. Approves the acceptance of Northern Future's Inc's surplus funds on its winding up.

ATTACHMENTS

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

1. Economic Futures Fund and Reference Group Terms of Reference

1. BACKGROUND

- 1.1 Northern Futures Inc was established in 2002 with seed funding from the City of Salisbury, industry groups and community to operate independently of Government structures for the benefit of local industry and community members in the region.

- 1.2 A key role for Northern Futures was to develop and progress State and Federal Government programs to advance education, training and workforce development in the region and aim to:
 - 1.2.1 Ensure joint ownership and solutions between State Government, Federal Government, Local Government, Industry and the Community.
 - 1.2.2 Create strong working relationships with local businesses to support and expand established industries.
- 1.3 Working collaboratively, Northern Futures established relationships with local government, local industry, registered training organisations, community groups and jobactive providers (Australian Government Employment Services) and Disability Employment Service.
- 1.4 The current Board of Northern Futures Inc has a desire to wind up the organisation and transfer funds to a like-minded organisation that will continue to develop and foster partnerships and collaborate to deliver positive employment and social inclusion outcomes for the Northern Adelaide community.
- 1.5 To that end the City of Salisbury is proposing to establish a mechanism to receive these funds and continue the work started by Northern Futures and provide opportunities for our community.
- 1.6 The Northern Futures Board met on 25 November 2021 and considered the proposal that the City of Salisbury receive the funds upon their winding up to be overseen by a Reference Group. At that meeting the Board agreed to donate the funds to the City of Salisbury to be administered as per the attached Terms of Reference, subject to Council approving the acceptance of those funds (see Attachment 1).
- 1.7 The funds to be transferred is in the order of \$280,000.
- 2. CITY PLAN CRITICAL ACTION**
 - 2.1 Support and deliver initiatives to create jobs and increase investment.
- 3. CONSULTATION / COMMUNICATION**
 - 3.1 Internal
 - 3.1.1 Corporate Governance, Finance, Community Services
 - 3.2 External
 - 3.2.1 Norman Waterhouse Lawyers, Northern Futures Inc Board
- 4. REPORT**
 - 4.1 The City of Salisbury has worked collaboratively with the Board of Northern Futures Inc and has sought external and internal governance advice to determine the most appropriate and cost-effective vehicle to support transfer and administration of the funds.
 - 4.2 The Board of Northern Futures Inc has given in principal approval to transfer remaining funds to the City of Salisbury in accordance with the Economic Futures Fund and Reference Group Terms of Reference (see Attachment 1). It is proposed

that the Economic Futures Fund would be held in a separate bank account within the City of Salisbury.

- 4.3 The Economic Futures Fund Reference Group would be a CEO working group and would provide advice regarding oversight of the funds. City of Salisbury staff would provide administrative support. This would occur principally through the Economic Development and Urban Policy Division, with regular advice and input from other Divisions.
- 4.4 Membership of the Reference Group is proposed to include three industry representatives, two education representatives, along with one representative each from the South Australian Government and the City of Salisbury. It is proposed that the City of Salisbury would be represented by the Mayor.
- 4.5 The objectives of the Economic Futures Fund are:
 - 4.5.1 To support local communities, particularly those in priority groups, to engage in lifelong learning leading to employment.
 - 4.5.2 To provide accessible, quality services and resources relating to:
 - Schools to work transition;
 - Workforce development;
 - Employment programs;
 - Career transitioning; and
 - Capacity building.
 - 4.5.3 To build local knowledge to enhance social capital and relationships across the Northern Adelaide region.
- 4.6 The Fund will target services to people in priority groups (e.g. Aboriginal and Torres Strait Islanders, young people, single parents, people from non-English backgrounds, etc) in delivering on its objectives.
- 4.7 It is intended to build on the partnerships established by the Northern Futures Inc while investigating new opportunities for innovation and collaboration that will deliver meaningful social impact and employment outcomes.

5. CONCLUSION / PROPOSAL

- 5.1 Establishment of the Economic Futures Fund and Reference Group will be one of the key economic and innovation initiatives of the City of Salisbury in 2022.
- 5.2 It allows the important work started by Northern Futures Inc in 2002 to continue delivering outcomes for the Northern Adelaide community.

ECONOMIC FUTURES FUND – TERMS OF REFERENCE**Reference Group**

Background (Preamble)

The Reference Group acknowledges the gifting of the foundation funding for this Fund from Northern Futures Incorporated. Northern Futures was established in 2002 with seed funding from the City of Salisbury, industry groups and community to operate independently of Government structures for the benefit of local industry and community members in the region.

A key role for Northern Futures was to develop and progress State and Federal Government programs to advance education, training and workforce development in the region and aim to:

- Ensure joint ownership and solutions between State Government, Federal Government, Local Government, Industry and the Community
- Create strong working relationships with local businesses to support and expand established industries

Working collaboratively local government and community Northern Futures established relationships with local industry, registered training organisations, community groups and jobactive providers (Australian Government Employment Services) and Disability Employment Service.

The purpose of the Economic Futures Fund is to continue the work of Northern Futures to promote education, training and workforce development for Northern Adelaide.

Terms of Reference**1. General Purpose**

The Reference Group is established for the following purpose:

- To develop and progress Local, State and Federal Government and private sector initiatives to advance education, training and workforce development in the region. It aims to:
 - Ensure joint ownership and solutions between State Government, Federal Government, Local Government, Industry and the Community
 - Create strong working relationships with local businesses to support and expand established industries
 - Maximise the potential of industry, local community in collaboration with education, training and workforce development providers.
 - Maximise opportunities for individuals to transition from the education and training sector into employment
- The Reference Group will have an advisory role and will form part of a wider governance structure as set out in clause 4.

2. Membership

The Reference Group will comprise a total of seven (7) members as follows:

- Three members shall represent industry, including one that will be elected as the Chairperson
- Two members shall represent the education sector (with at least one from the public sector)
- One member from South Australian Government
- One member from the City of Salisbury

In the event of the Chairperson being unavailable, a delegate nominated by the Chairperson will act in their place.

The Reference Group will be supported by City of Salisbury staff.

3. Function

- To advance the below objectives of the Economic Futures Fund (**Fund**):
 - To influence and inform local communities, particularly those of disadvantaged backgrounds, to advance lifelong learning leading to employment.
 - To provide accessible, quality services and resources relating to:
 - Schools to work transition
 - Workforce development
 - Employment programs
 - Career transitioning
 - Capacity building.
 - Build local knowledge to enhance social capital and relationships across the Northern Adelaide region.
- To provide services to people who are disadvantaged including (but not limited to) young people, Aboriginal and Torres Strait Islanders, single parents, women entering or returning to the workforce, families and those from non-English backgrounds.
- To provide advice in relation to:
 - Funding recommendations and acquittal processes for initiatives
 - Contractual arrangements to promote the objectives of the Fund
 - Issues, risks and opportunities
 - Communications and Fund marketing strategies
 - Areas of priority expenditures and eligibility guidelines for use of the Fund
 - Efficient management and growth of the Fund
 - Opportunities to partner with other likeminded organisations to leverage the Fund.
- To build on the objectives of the Northern Futures Inc which has provided the foundation funding for the Fund.

4. Authority

The Reference Group will provide advice to key stakeholders, including the Polaris Business and Innovation Centre.

Council will ultimately determine the matters having regard to the advice of the Reference Group in accordance with its delegation framework. Under the *Local Government Act 1999*, the Council has delegated powers and functions to the person occupying the position of the Chief Executive Officer.

The Chief Executive Officer, City of Salisbury may exercise his/her delegation to support the purpose and function of the Fund, however the Chief Executive Officer reserves the right to refer matters to Council for determination.

The Reference Group has no authority to:

- Commit Council to any arrangement or partnership
- Consider any matter outside its area of reference
- Direct Council staff in the performance of their duties
- Expend fund on behalf of Council.

5. Confidentiality

- The Reference Group will treat all information provided to them in confidence and will not forward or pass on any document or details to other organisations or individuals unless otherwise authorised
- A member of the Reference Group cannot use any confidential information for his/her own personal or business purpose
- Any public communications relating to the Fund with the media will only be undertaken by the Council's Chief Executive Officer or nominee.

6. Conflict of Interest

- Members of the Reference Group are required to declare any conflict of interest relating to the work of the Reference Group during the course of the member's tenure.

7. Meetings

- Meetings will be held on a quarterly basis, or as required
- A quorum for meetings of the Reference Group shall be four (4)
- Additional persons may be invited to attend meetings at the discretion of the Reference Group
- Agendas to be prepared by City of Salisbury and distributed one week prior to the meeting by email
- Draft minutes of each meeting shall be prepared and despatched to each Member within five (5) business days of the meeting
- Recommendations of the Reference Group shall be made by simple consensus.

8. Remuneration

- No sitting fee will apply to members.

9. Term

- The term of the membership shall initially be two years from appointment

- The Reference Group may be wound up by the City of Salisbury at the recommendation of the Reference Group or the discretion of the Chief Executive Officer
- Any funds remaining in the Fund shall be transferred to such other body or bodies formed for promoting similar objectives as the Fund.

ITEM	6.2.1
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	14 December 2021
HEADING	Community Requests - Response Dashboard
AUTHOR	Hannah Walters, Project Manager Community Experience, Community 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. Notes the report.

ATTACHMENTS

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

1. 10 Day Service Standard Report - November 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 Internal
 - 2.1.1 Nil
- 2.2 External
 - 2.2.1 Nil

3. REPORT

Organisation

- 3.1 The Community Request - Response Dashboards for the rolling 12-month period 1 December 2020 to 30 November 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 23,015 requests received in the past rolling 12-month period ending 30 November 2021:
 - 3.3.1 71.8% 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.

Current Month Performance

- 3.8 The table below shows the results for CRM requests logged in November 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	84	0.0%	98.8%	1.2%	98.8%
City Development	485	6.0%	87.2%	6.8%	93.2%
Community Development	5	0.0%	100.0%	0.0%	100.0%
City Infrastructure	1,361	16.4%	83.2%	0.4%	99.6%
Epathway	0	0.0%	100%	0.0%	100.0%
Information Requests	5	0.0%	100%	0.0%	100.0%
Total	1,940	13.1%	84.9%	2.0%	98.0%
		98.0%		2.0%	

- 3.9 For CRMs received in November 2021 we achieved a compliance rate of 98.0% where the CRM Request was either closed or responded within 10 business days.

12 Month Rolling Report Ending 30 November 2021 - CRM Data

3.10 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
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
Oct-21	92.1
Nov -21	92.4

CRM Data – Rolling 12 months till 30 November 2022

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	1,235	0%	99.8%	0.2%	99.8%
City Development	5,437	13.5%	80.0%	6.5%	93.5%
Community Development	44	4.5%	93.2%	4.5%	97.7%
City Infrastructure	16,180	24.7%	66.6%	8.7%	91.3%
Epathway	3	0.0%	100%	0.0%	100%
Information Requests	116	0.0%	98.3%	1.7%	98.3%
Total	23,015	20.6%	71.8%	7.6%	92.4%
			92.4%	7.6%	

- 3.11 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.

- 3.12 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

- 3.13 In the 10 days prior to, and including 30 November 2021, of the requests that had not been closed within the 10 days, 93.6% had been responded to within the 10-day period, compared to last month which was 94.1%.

Further Analysis and Changes to Dashboard

- 3.14 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

- 3.15 A total of 2,052 CRM requests were logged in November 2021.

- 3.16 The top 15 CRM requests types for November 2021 are:

- | | |
|-----------------------------|-----|
| • Dumped Rubbish | 148 |
| • Fast Response | 127 |
| • Tree Pruning | 119 |
| • General Parking Complaint | 114 |
| • Fallen Tree/Branch | 90 |
| • Change of Address | 84 |
| • Dog Wandering at Large | 72 |
| • Verge Mowing | 72 |
| • General Abandoned Vehicle | 42 |
| • Issue Keys / Swipe Cards | 40 |
| • Footpaths | 37 |
| • Litter General Inspection | 35 |
| • Tree Inspection | 35 |

- Tree Removal 35
- Pot Holes 34

3.17 The top 10 suburbs where CRM requests were logged are as follows for November 2021:

- Mawson Lakes 241
- Salisbury 231
- Parafield Gardens 212
- Paralowie 172
- Salisbury North 140
- Ingle Farm 125
- Salisbury East 100
- Pooraka 93
- Para Hills 91
- Salisbury Downs 79

3.18 The below table shows a breakdown of CRM requests per suburb from 1 December 2020 to 30 November 2021.

Suburb	No. of Requests
Bolivar	35
Brahma Lodge	430
Burton	729
Cavan	107
Direk	144
Dry Creek	25
Edinburgh	94
Elizabeth Vale	32
Globe Derby	116
Green Fields	86
Gulfview Heights	492
Ingle Farm	1130
Mawson Lakes	2366
Para Hills	1189

Para Hills West	605
Para Vista	437
Parafield	29
Parafield Gardens	2381
Paralowie	2393
Pooraka	1152
Salisbury	2462
Salisbury Downs	1002
Salisbury East	1174
Salisbury Heights	671
Salisbury North	1717
Salisbury Park	549
Salisbury Plain	194
Salisbury South	389
St Kilda	197
Valley View	406
Walkley Heights	248
Waterloo Corner	146
Total	23,127

3.19 The total CRM requests by suburb is lower than that number of CRM requests by channel, as not all CRM requests have a property attached to them.

3.20 The CRM's by suburb include requests made anonymously.

4. UPDATE ON NEW REPORTING DASHBOARD

4.1 The Data Project Lead, Business Transformation, is currently working with an external consultant 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.

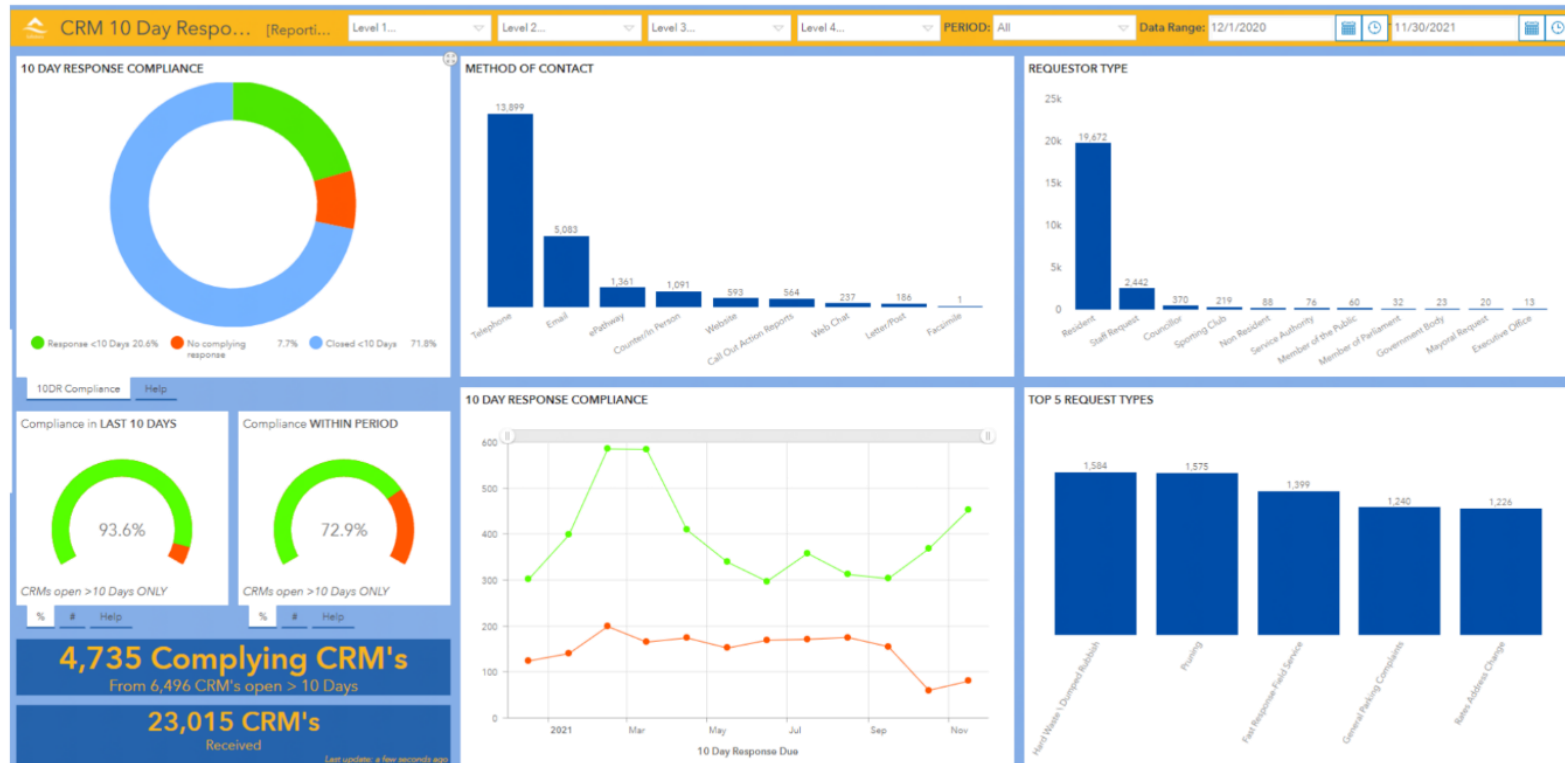
4.2 The implementation of the cloud based dashboard will remove the manual process currently required by a number of staff to produce the 10 day service standard report each month.

- 4.3 We are proposing to roll out the real time cloud based 10 Day Service Standard Dashboard report in January 2022.

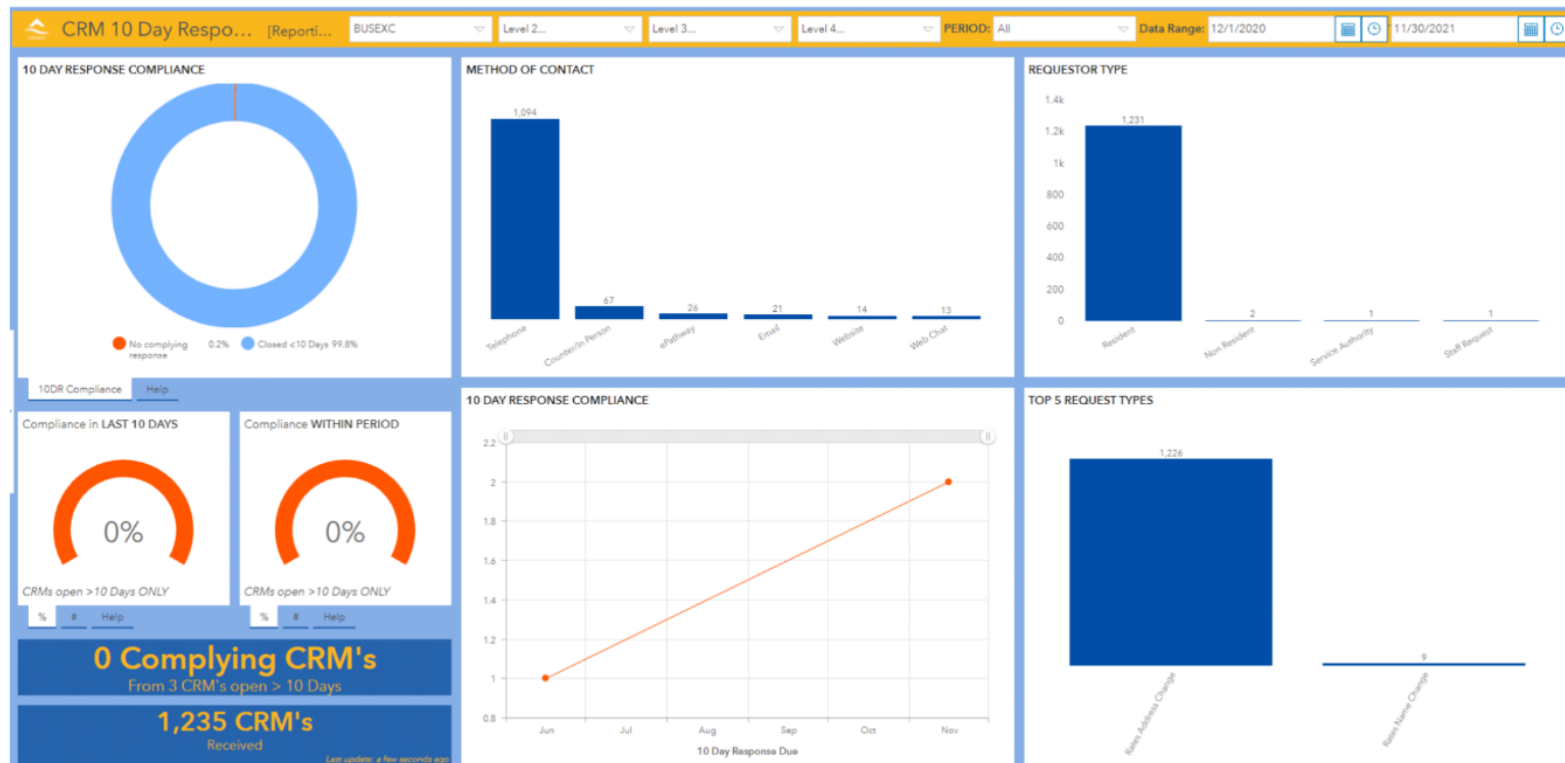
5. CONCLUSION / PROPOSAL

- 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 Significant improvements are being made by all departments to meet the 10 Day Service standard commitment as shown in the current monthly performance.
- 5.3 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 January 2022

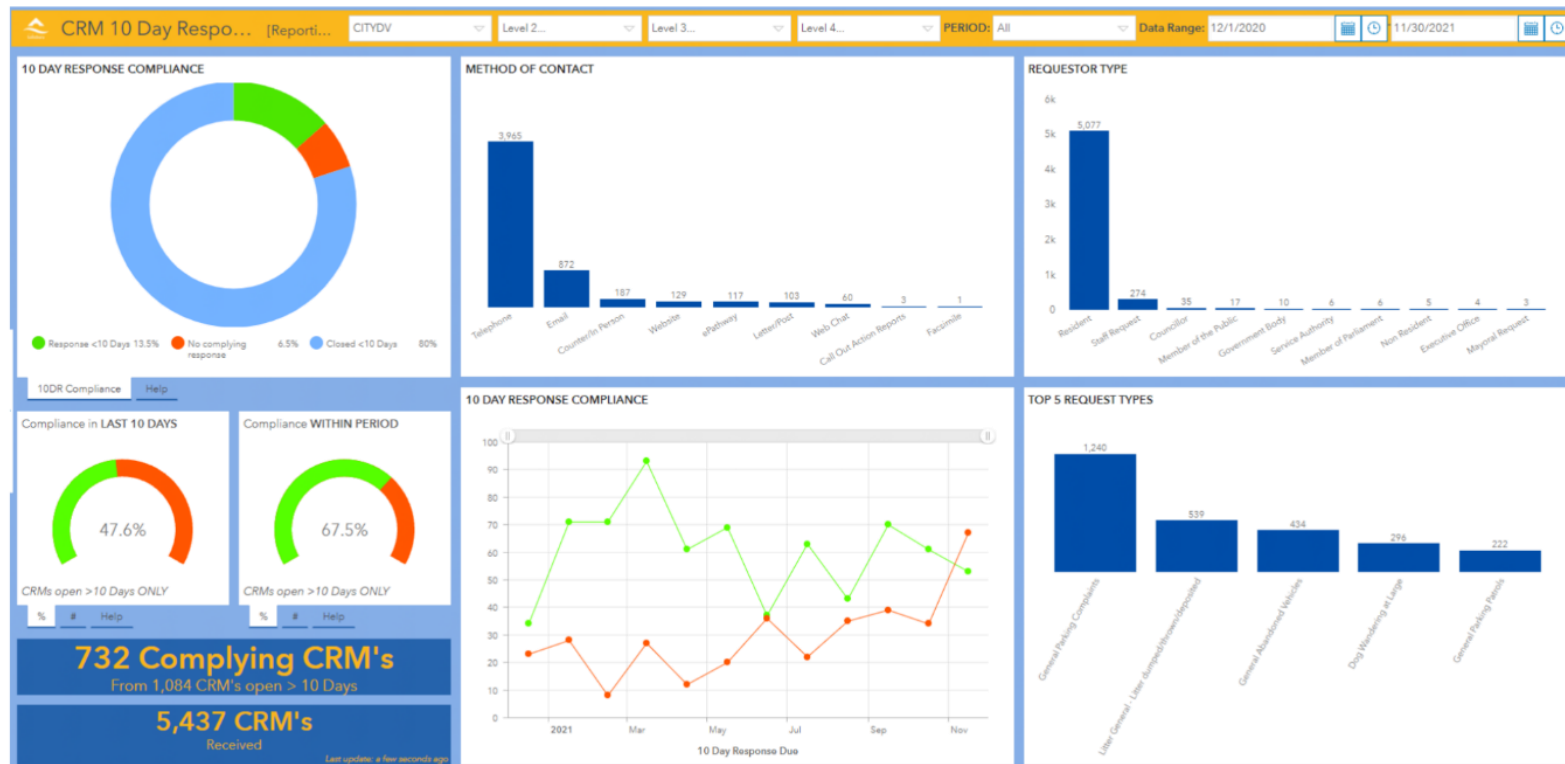
10 Day Service Standard –1 December 2020 to 30 November 2021



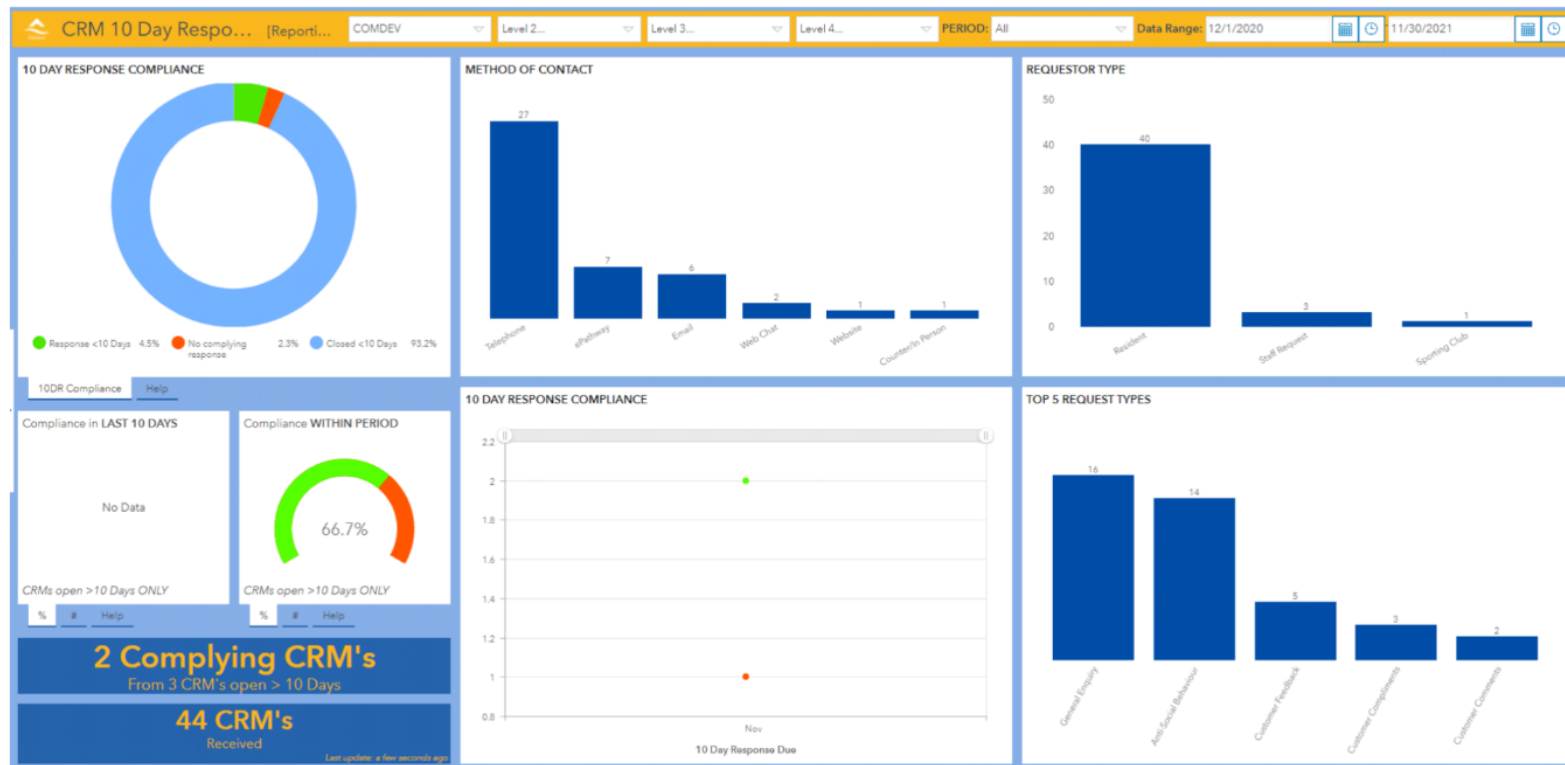
Business Excellence – 1 December 2020 to 30 November 2021



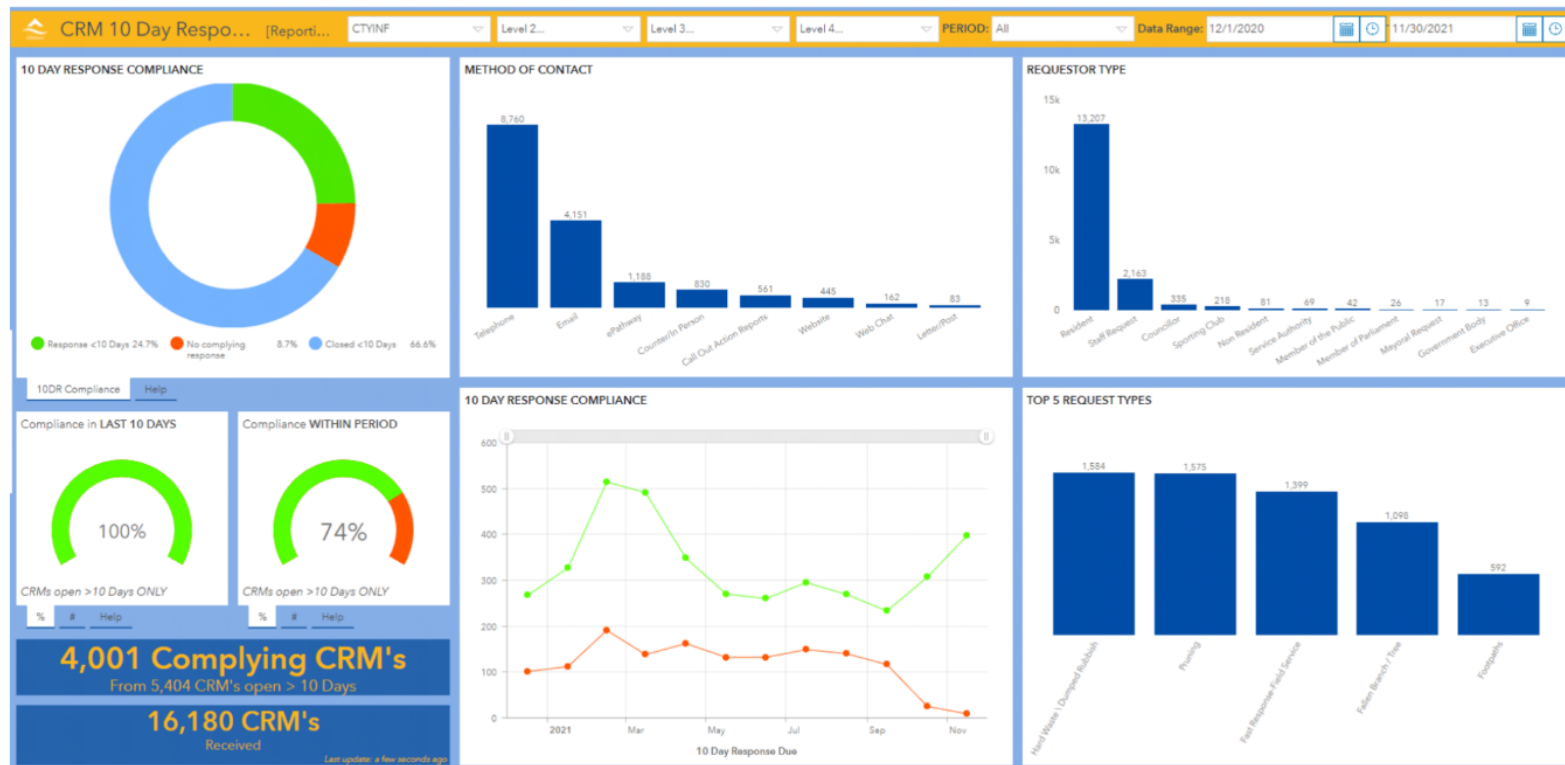
City Development – 1 December 2020 to 30 November 2021



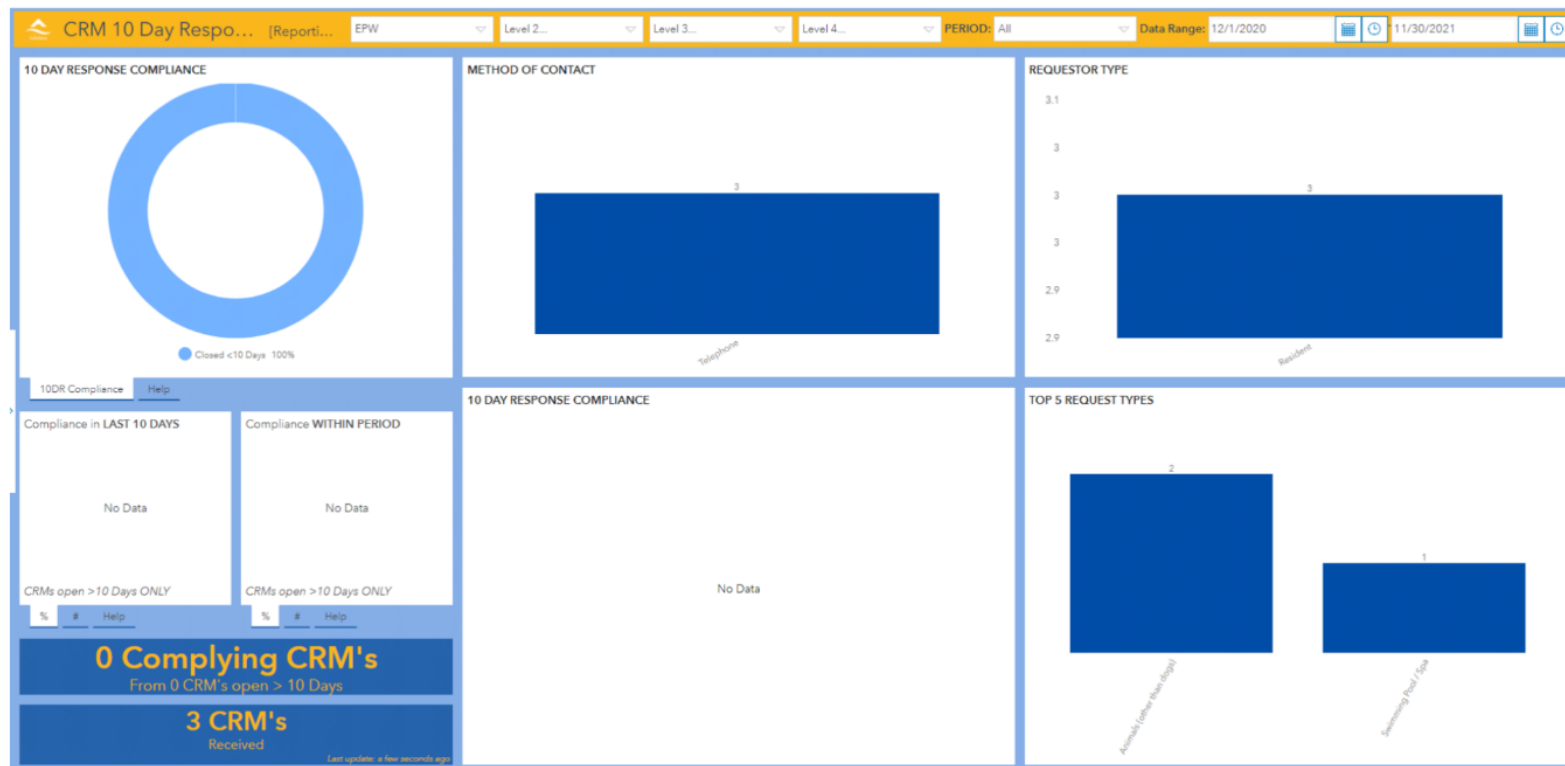
Community Development – 1 December 2020 to 30 November 2021



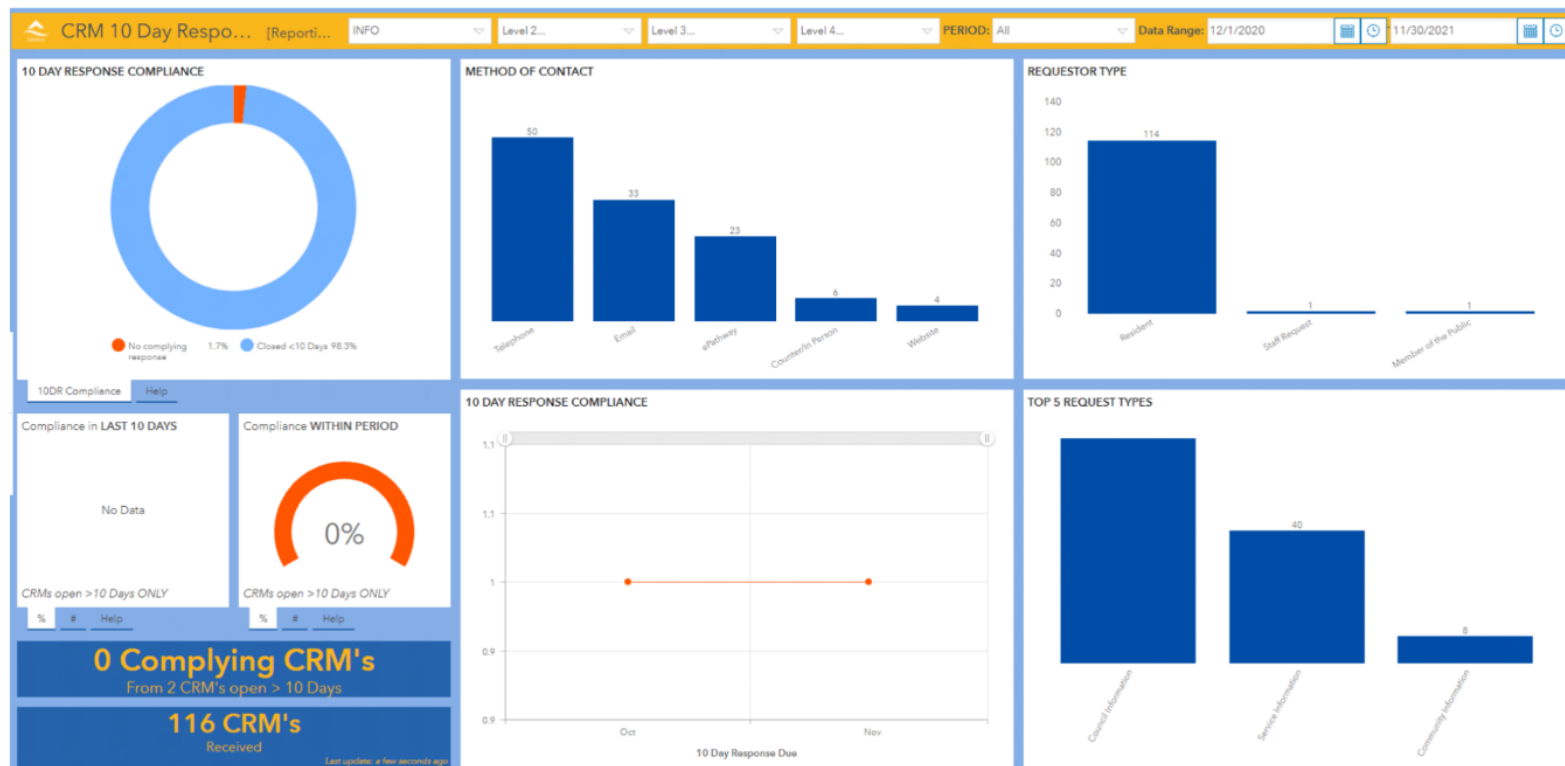
City Infrastructure – 1 December 2020 to 30 November 2021



Epathway – 1 December 2020 to 30 November 2021



Information Only – 1 December 2020 to 30 November 2021



ITEM	6.2.2
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	14 December 2021
HEADING	Community Bus Trial Implementation Update
AUTHORS	Julie Douglas, Senior Social Planner, Community Development Michelle Atkinson, Administrative Officer, Community Development
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 1.2 The health and wellbeing of our community is a priority 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	This report provides a progress update on implementation of Council's Community Bus trial, including budget implications, passenger usage numbers, ongoing promotion and feedback received to date.

RECOMMENDATION

That Council:

1. Notes that passenger numbers in the Community Bus Trial are steadily increasing and that Salisbury City Centre (Parabanks bus stop), St Kilda; and Highway One Caravan Park are the most popular bus stops.
2. Approves that a non-discretionary bid of \$42,000 is considered through the second quarter budget review process to cover the cost of increased passenger capacity and disability access for the Community Bus Trial as expressed by Council.

ATTACHMENTS

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

1. Community Bus Trial Survey

1. BACKGROUND

- 1.1 At the 26 October 2020 Council meeting, the following was endorsed in relation to the Community Bus trial:

1. *That the information contained in this report be noted.*
2. *That Council endorse a 6-month trial of a Fixed Route Community bus service linking the greater Salisbury area to the suburbs west side of Pt Wakefield Road during the 2021/2022 daylight savings period - 3 October 2021 to 3 April 2022, and that a corresponding New Initiative Bid be developed by staff for consideration in the 2021/22 budget.*
3. *That the service be a fully funded council-provided service operating 3 times per day on 3 days per week.*

4. *That the Route of the Community bus service incorporate;*
 - *The Salisbury Hub*
 - *Hollywood Plaza*
 - *Globe Derby Park*
 - *Bolivar (Highway One Caravan Park/Truck stop)*
 - *Paralowie Village Shop Shopping Centre*
 - *Springbank Plaza*
 - *St Kilda Tram Museum*
 - *St Kilda Playground*
5. *That Council promote the trial through social media, print media and use of the Hub tele-screen.*
6. *That a report be brought back at the conclusion of the trial, analysing the success or otherwise of the trial, including;*
 - *the uptake of the service overall*
 - *which stops are used the most/least*
 - *Customer and staff feedback.*

(Resolution Number: 0710/2020)

- 1.2 An Informal Strategy workshop held in August 2021 identified Council's desire for a higher level of disability access and capacity to accommodate larger passenger numbers than originally provided for in the model approved at by Council at its October 2020 meeting. It was indicated that any budget impact would need to be addressed through the December budget review process. The budget impacts are detailed in the body of this report.
- 1.3 The remainder of this report provides an update of the Community Bus trial as per the resolution, and includes a summary of passenger numbers, most frequently utilised bus stops, feedback and future promotion in relation to implementation of the trial.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Communications and Marketing – in relation to ongoing promotion.
- 2.1.2 Community Experience – in relation to customer enquiries and feedback.
- 2.1.3 Financial Services – in relation to budget and procurement.

2.2 External

- 2.2.1 Des's Minibus - in relation to service provision, passenger numbers and feedback.

3. REPORT

- 3.1 The Community Bus Trial became operational on the week commencing Sunday 3 October 2021, as per the Council resolution. The agreed days of operation are Tuesday, Thursday and Saturday, with the service operating three routes per day (each route travelling from the Salisbury City Centre (Parabanks) to St Kilda and returning via the same route to Salisbury City Centre (Parabanks)). The first operational day of the service fell on Tuesday 5 October 2021.

- 3.2 The budget impacts resulting from the additional service, capacity and accessibility requirements expressed by Council are as follows:
- 3.2.1 Higher passenger and accessibility requirements have added an additional \$40,684 to the bus hire costs, bringing the total cost of bus and driver hire to \$80,684. The original model approved in October 2020 was based on a 13-seat bus without wheelchair access at \$40,000 for the trial.
 - 3.2.2 An additional requirement to provide bus services for the St Kilda family fun day, adding an extra \$1,315 to the cost for the trial. This brings the current budget shortfall to approximately \$42,000 to be considered through the Quarterly Budget Review process.
 - 3.2.3 Contingency planning was requested to enable Council to respond to periods of high demand and excess passenger numbers. This has been included in service negotiations and the contract for service, enabling Council staff to approve additional services if required. Any such additional service will have an additional budget impact. This will be monitored closely throughout the trial.
- 3.3 The Community Bus Trial has completed its second month of operation, with passenger usage numbers indicating that use of the service is increasing. The following table provides a summary of passenger numbers and most used bus stops:

Week	Passenger Numbers	Most Frequently Used Pick Up Point	Most Frequently Used Drop Off Point
1	17	1. Hollywood 2. Caravan Park 3. Parabanks	1. St Kilda Park 2. Parabanks 3. Caravan Park
2	22	1. Globe Derby 2. Parabanks 3. Caravan Park	1. Parabanks 2. Globe Derby 3. Caravan Park
3	9	1. Parabanks 2. Caravan Park 3. St Kilda Park	1. Parabanks 2. Globe Derby 3. St Kilda Park
4	36	1. St Kilda Park 2. Parabanks 3. Caravan Park	1. Parabanks 2. St Kilda Park 3. Caravan Park
5	68	1. Caravan Park 2. Parabanks 3. St Kilda Park	1. St Kilda Park 2. Parabanks 3. St Kilda Hotel
6	40	1. Parabanks 2. Caravan Park 3. St Kilda Hotel	1. St Kilda Park 2. Parabanks 3. Paralowie
7	65	1. Caravan Park 2. Parabanks 3. Hollywood	1. St Kilda Park 2. Caravan Park 3. Parabanks
Total	257		

- 3.4 Increasing passenger numbers may be indicative of increasing awareness of, and confidence in, the service. It is noted that wheelchair accessibility has been required on at least 3 occasions thus far.
- 3.5 Overall, the most frequently used pick up and drop off points on the route have been:
- Salisbury City Centre (Parabanks bus stop);
 - St Kilda; and
 - Highway One Caravan Park.
- 3.6 Passenger numbers to date equate to an average of 37 passengers per week. The cost of providing the service, thus far, equates to approximately \$113 per passenger (calculated on the basis of a weekly breakdown of the total budget ÷ average passenger number). The cost per passenger will fluctuate relative to passenger numbers throughout the trial and will reduce should numbers rise.
- 3.7 Promotion of the trial has been maintained via social media, digital screens and noticeboards, Council website and pamphlets provided to all pick up/drop off points. In addition, an article on the bus trial is featured in the current edition of Salisbury Aware. Promotion of the service will continue throughout the life of the trial via:
- Council website;
 - Discover Salisbury website;
 - Staff communications;
 - Council intranet;
 - Social media postings (including Facebook, Instagram, Twitter, LinkedIn);
 - Paid Facebook advertising;
 - Digital screens;
 - Electronic noticeboards;
 - Salisbury Aware magazine;
 - Posters;
 - Flyers;
 - Bus schedule pamphlets;
 - Bus signs and branding;
 - Bus stop signs; and
 - QR codes.
- 3.8 Social media monitoring and passenger feedback associated with the trial have been consistently positive. To ensure that feedback and service suggestions are captured to support the evaluation of the trial and potential future service delivery models a passenger and community survey has been developed (Attachment 1). Feedback received via the survey and other sources will be reported to Council in future update reports. The survey is available on the community bus and on the Council website.

4. CONCLUSION / PROPOSAL

- 4.1 This report provides a progress update on the implementation of the Community Bus trial. The implementation of the trial has commenced and is on track, as per the Council resolution and subsequent additional requirements.
- 4.2 An update has been provided on the budget impacts of alterations requested by Council to the Community Bus trial. The requested alterations have added an additional \$42,000 to the original budget of \$68,000 approved for implementation of the trial. The additional \$42,000 is to be considered through the Second Quarter Budget Review process.
- 4.3 Passenger numbers are steadily increasing, with a total of 257 passengers using the service in its first 2 months of operation, equating to an average of 37 passengers per week. The most frequently used pick up and drop off points have been:
 - Salisbury City Centre (Parabanks bus stop);
 - St Kilda; and
 - Highway One Caravan Park.
- 4.4 Feedback received to date suggests that the Community Bus Trial is positively regarded. A survey has been developed to capture passenger and community feedback to support the evaluation of the trial and potential future service delivery, to be considered by Council.

1. Do you currently use the Community Bus Service?

☐ Yes

☐ No

2. If you answered yes, please select the locations you visit (please tick all that apply)

☐ Parabanks

☐ Hollywood Plaza

☐ Globe Derby Park

☐ Highway One Tourist Park

☐ Paralowie Village Shopping Centre

☐ Springbank Plaza Shopping Centre

☐ St Kilda Hotel

☐ St Kilda Playground

3. Are there other destinations you would like the Salisbury Community Bus to go to? Please tick all that apply:

☐ Community Centres

☐ Libraries

☐ Hospital

☐ Aged care facility

☐ Swimming pool

☐ Recreation centre

☐ Cemetary

Other (please specify)

4. How many times have you used the Salisbury Community Bus Service?

☐ Once

☐ Twice

☐ 3-5 times

☐ 5-10 times

☐ 10+ times

5. How satisfied are you with the Salisbury Community Bus Service?

dissatisfied somewhat dissatisfied neither satisfied or
unsatisfied satisfied very satisfied

☐ ☐ ☐ ☐ ☐

6. If you have not used the Salisbury Community Bus service, can you please tell us why?

☐ I use another method of transport (walk, cycle, drive)

☐ It doesn't go to the places I need

☐ I didn't know there was a Community Bus Service

☐ I didn't think the service was for me

Other (please specify)

7. How did you hear about the Community Bus Trial?

☐ Facebook

☐ Instagram

☐ Twitter

☐ City of Salisbury Website

☐ Discover Salisbury

Other (please specify)

8. Are you from a culturally diverse (CALD) background?

9. Which suburb do you live in?

10. My age is;

☐ 12-20

☐ 21-30

☐ 31-40

☐ 41-50

☐ 51-60

☐ 61 or over

ITEM	6.2.3 INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	14 December 2021
HEADING	Business Transformation Program Update
AUTHOR	Jayne Emerson, Director Business Transformation, Business Excellence
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community 4.3 The City of Salisbury is recognised as a great place to work 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	Recently the Business Transformation team was established to coordinate and deliver key organisational transformation projects to ensure the organisation can meet the future challenges to support the community and ensure we deliver on the three success factors being; Quality Outcomes, Exceptional Community Experience and a Great Place to Work. This report provides an update on the initial work undertaken by the team.

RECOMMENDATION

That Council:

1. Notes the report.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 The Business Transformation team was formed in October 2021 and this is an update of its progress to date.
- 1.1 The formation of the Business Transformation team was announced on 1st October 2021 team including a briefing to Council about the team's formation and intent. This is a follow up linking back to the progress so far.

2. CITY PLAN CRITICAL ACTION

- 2.1 Use technology so people can better access Council services
- 2.2 Provide opportunities for staff to be innovative and shape the next generation of Council business, investment and services
- 2.3 Improve how we use data to better inform decision making
- 2.4 Implement a change plan so 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 None

3.2 External

3.2.1 None

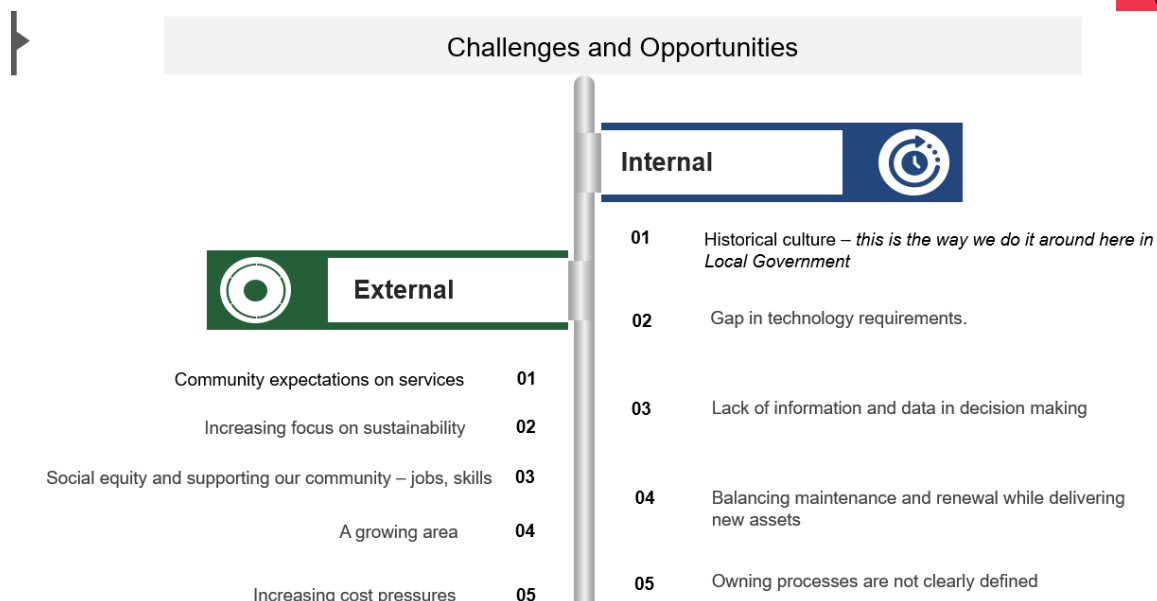
4. REPORT

- 4.1 In October 2021 the CEO announced the establishment of the Business Transformation team to Council and staff. The team has the purpose of equipping and enabling the City of Salisbury to influence and shape our future and that of the Community. The City of Salisbury continues to be poised to leverage the significant future economic growth occurring with emerging community, social and environment sustainability opportunities and innovations.
- 4.2 In October of this year the City of Salisbury welcomed Ms Jayne Emerson to the position of Director Business Transformation. This is a strategic position in the City of Salisbury, reporting directly to the General Manager of Business Excellence and the CEO through a steering group to help drive, develop and implement step change improvements required to support our evolving business and support our growing community.
- 4.3 As a people, process and systems professional, Jayne brings a wealth of business knowledge and improvement experience to the City of Salisbury gained across many industries including health, manufacturing, oil and gas and aviation.
- 4.4 The role is responsible for the efficient and effective delivery of projects within the Business Transformation team. In addition to leading a team of 5 specialists, the aim is to build capability and skillset of staff by working in cross functional project teams and, partnering with the business areas to deliver these positive transformational projects. The role will work with the Executive team to ensure our projects have a positive improvement to our services and community. The aim is to also ensure our Business Transformation Program is governed appropriately.
- 4.5 The Business Transformation team will initially focus on driving change in the data, community experience, people, enabling technologies and business processes areas.
- 4.6 The Business Transformation projects align to our 3 success factors of achieving:
- Quality Outcomes
 - A great place to work
 - Exceptional Community Experience

5. PURPOSE AND OVERVIEW

- 5.1 The overriding purpose of the Business Transformation team and roadmap aims to benefit the staff and Community of the City of Salisbury through the achievements of key deliverables that have an impact on enhancing how we deliver our services.

- 5.2 The roadmap is developed cognisant that the City of Salisbury operates in a constantly changing internal and external business environment, which brings with it challenges and opportunities.



- 5.3 The key questions the City of Salisbury must be able to address are:

- 5.3.1 What is changing in the environment (market, community, competitors, technology and so on) and what do we need to do to ensure we remain successful? This is about looking after the **future** and with the focus on working **“on”** the business.
- 5.3.2 How well are we meeting our current work expectations and what (leadership, people, systems and work processes) do we need to develop to ensure they are being met? This is about looking after **today** and with the focus on working **“in”** the business.

- 5.4 The Business Transformation team are designed to address both these questions.



- 5.5 In forming the Business Transformation team, leaders from within the business with the necessary mindset and skill set were allocated to the team. Many of these programs were already formed or established but needed to be brought together to drive the initiatives in a more coordinated and holistic way with focus.

6. OCTOBER TO DECEMBER OVERVIEW

- 6.1 Understanding the Organisation

- 6.1.1 As part of her introduction to the City of Salisbury the Director Business Transformation met with General Managers, Divisional Managers and staff members to build a picture of the ground truth of the organisation.
- 6.1.2 Presentations on ‘What is Business Transformation?’ were held at a number of team meetings to inform staff.
- 6.2 Elected Member Feedback
 - 6.2.1 In the new year, meetings will be scheduled with Elected Members to seek feedback on what is working, opportunities for change, the community experience and to build relationships.
- 6.3 Resource Changes
 - 6.3.1 To implement the cross functional transformation within the organisation the Continuous Improvement role will be replaced with a Business Process/Agile Scrum Master role.
 - 6.3.2 This allows for a more agile method of working that will support delivery of the step changes and bring a new mindset to how we implement key changes in the business.
- 6.4 Planning
 - 6.4.1 The Business Transformation team are planning the way forward, designing tools, researching opportunities, and formulating a plan within their areas of focus for 2022.



Business Transformation TEAM PURPOSE

- DELIVER TANGIBLE RESULTS BY INSPIRING OTHERS TO CHANGE THE WAY WE DO THINGS BASED ON FACTS AND A ONE TEAM MINDSET.
- TO PROVIDE A SUSTAINABLE FUTURE FOR THE CITY OF SALISBURY AND THEREFORE THE ABILITY TO POSITIVELY IMPACT OUR COMMUNITY AND PROVIDE BOTH A GREAT PLACE TO WORK AND LIVE NOW, AND FOR FUTURE GENERATIONS.

OUR PRINCIPLES ON DELIVERY

Line
Ownership

Integrity

Disciplined
approach

OUR MISSION

- WE ARE COMMITTED TO PARTNERING TO DELIVER NEW WAYS OF OPERATING FOR THE NEXT GENERATION, FOCUSING ON SUSTAINABLE SOLUTIONS FOR OUR STAFF AND COMMUNITY.

OUR GOAL

1. DELIVER WHAT WE SAY WE WILL, RIGHT FOR THE BUSINESS AS A WHOLE
2. TRANSPARENT TRACKING OF OUTCOMES TO OUR GOALS AND SUCCESSSES
3. CHANGE IN MINDSET ON HOW WE OPERATE

7. 2022 - THE YEAR AHEAD

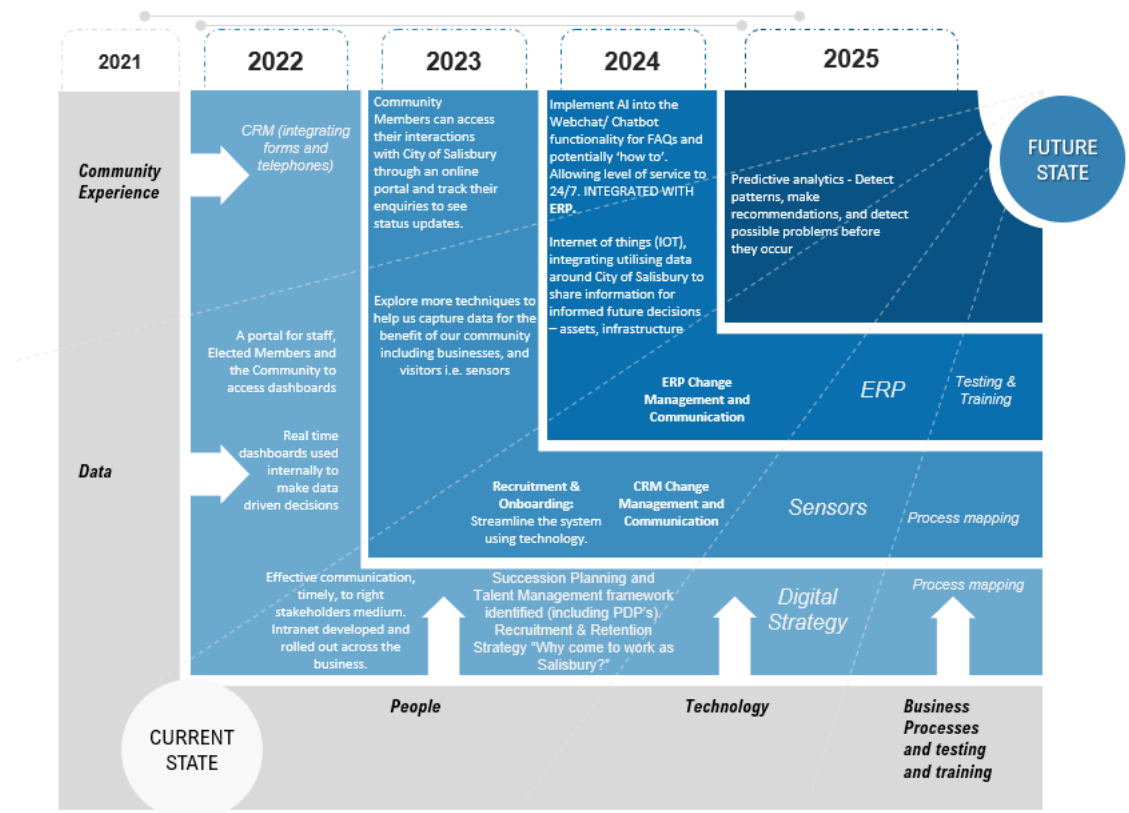
7.1 Business Transformation Roadmap

- 7.1.1 The Business Transformation Roadmap is an integrated set of initiatives and focus areas that will set the business up for sustainable growth and success. It has a five-year horizon and to succeed requires careful implementation over time. Attempting too much too soon has the potential to overwhelm and lead to failure. To ensure the roadmap's success, a staged implementation of the plan as illustrated below has been drafted .

7.2 Focus Areas

- 7.2.1 We will be implementing a Customer Relationship Management (CRM) system to gain a single view of our customer (Community). This will streamline enquiry management and communications for our Community members, delivering exceptional community experience. This initiative is important for Elected Members who have provided feedback on key issues with the current systems and processes, and the team have progressed this initiative to vendors to provide information on their offerings. The aim is to ensure that our systems and processes support our people and Community and the people and Community are not driven by unnecessary process and inefficiencies.
- 7.2.2 Adoption to new ways of working requires awareness and education as a crucial component to adoption of the new ways of working and sustainability. The Business Transformation team will be running change management throughout all projects to keep stakeholders fully informed of the changes to processes which will be required through implementation before handing over the ownership of the new way of working to the relevant business owner.
- 7.2.3 Data is the other focus area to ensure we are able to use trends and information to make informed decision making and future plan using predictive analytics or where will our skills gap be in 5 years? Who are, our up and coming leaders, for succession planning?
- 7.2.4 We aim to communicate more effectively with staff and Council throughout the year and review our internal communication channels to ensure they are fit for purpose.
- 7.2.5 We will also be working closely with the People and Culture team to ensure we can streamline our processes and build capability in our workforce for the future.

5 Year Business Transformation Roadmap





OUR STRATEGIES (INITIATIVES)

01

CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

Create the foundations for a single view of the Customer by implementing a Customer Relationship Management (CRM) system. The CRM focuses on streamlining enquiry management and communication, delivering efficiencies in improved community experience and workflow particularly in the community experience support team and other functions of the business.

02

DASHBOARDS FOR INFORMED DECISION MAKING AND FUTURE PLANNING

Build the scaffolding to ensure data from the business can be easily accessed to build 'real-time' dashboards to trend data to make informed decisions. Emerging to predictive analytics to detect patterns, make recommendations and detect possible problems before they occur.

03

INTERNAL COMMUNICATION

Develop an internal communications plan to support and the effective communications in a timely manner, to the right stakeholders, using the most appropriate medium. This will include a revamp of the internet with the most up to date information to hand as engagement and reach to our people is important.

04

SUCCESSION PLANNING AND TALENT MANAGEMENT FRAMEWORK

Attract and retain high performing staff who require growth, flexibility and development in their lives.



05

RECRUITMENT, ONBOARDING AND RETENTION STRATEGY

Ensure our workforce is built for the future and supported by technologies, recognized for their work and valued for their contribution. Streamline the induction and onboarding processes, supported by technology to ensure the new employee is ready and able to perform their job quickly.

06

ENTERPRISE RESOURCE PLANNING (ERP)

Implement an ERP system to optimise and Integrate business systems and processes in one platform. Enabling the ability to share Information between functions with ease, one source of truth and eliminating unnecessary operations and data. This will also reduce response time to the community enquiries and increase exceptional community experience.

07

CHANGE MANAGEMENT AND PROJECT COMMUNICATION

Prepare, support, and help individuals, teams, and the business in making Organisational Change for the Business Transformation projects. Including methods that redirect or redefine the use of resources, business process, education or other modes of operation that significantly change.

08

DIGITAL STRATEGY

Develop an effective strategy to help the City of Salisbury increase brand awareness, reach new customers, and optimise business processes. With increased automation and improved productivity comes greater agility to adapt in changing environments.

8. CONCLUSION / PROPOSAL

- 8.1 An effective Business Transformation team will reinforce the transformation culture at all times: during weekly meetings, at executive-committee meetings, in reports and updates, during problem-solving discussions, and in communications to the rest of the organisation.
- 8.2 The team will encourage and acknowledge achievements, ensuring that the Executive are involved in celebrating success with frontline staff. Such actions can have a profound impact on initiative owners and executives alike.
- 8.3 The success of any business transformation depends on the regular drumbeat of the transformation team, on clear communication and an action-oriented tone.