



## **AGENDA**

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

**19 JULY 2022 AT CONCLUSION OF COMMUNITY WELLBEING AND SPORT  
COMMITTEE**

**IN 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  
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 June 2022.

---

## REPORTS

### *Administration*

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

### *For Decision*

6.1.1	Digital Strategy.....	11
6.1.2	Shopfront Improvement Grant .....	21
6.1.3	Recommendations of the Strategic Property Development Sub Committee meeting held on Monday 11 July 2022 .....	27

### *For Information*

6.2.1	Community Requests - Response Dashboard .....	33
-------	---	----

## QUESTIONS ON NOTICE

*There are no Questions on Notice*

## MOTION ON NOTICE

*There are no Motions on Notice*

## OTHER BUSINESS

*(Questions Without Notice, Motions Without Notice, CEO Update)*

---

## CONFIDENTIAL ITEMS

### 6.4.1 Recommendations of the Confidential Strategic Property Development Sub Committee meeting held on Monday 11 July 2022

#### 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 Monday 11 July 2022** 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 LITTLE PARA CONFERENCE ROOMS, SALISBURY  
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**21 JUNE 2022**

**MEMBERS PRESENT**

Cr K Grenfell (Chairman)  
Mayor G Aldridge (ex officio)  
Cr M Blackmore  
Cr B Brug (Deputy Chairman) (*via Teams VC*)  
Cr P Jensen  
Cr G Reynolds  
Cr J Woodman

**STAFF**

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

The meeting commenced at 6.42pm.

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

**APOLOGIES**

An apology was received from Deputy Mayor, Cr C Buchanan.

**LEAVE OF ABSENCE**

Nil

---

## PRESENTATION OF MINUTES

Moved Cr J Woodman  
Seconded Cr P Jensen

The Minutes of the Innovation and Business Development Committee Meeting held on 17 May 2022, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

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

Moved Cr M Blackmore  
Seconded Cr B Brug

That Council:

1. Notes the report.

**CARRIED**

### *For Decision*

#### **6.1.1 Covid-19 Small Business Grant Applications Review**

Moved Cr M Blackmore  
Seconded Cr P Jensen

That Council:

1. Approves the offering of Small Business Grants to City of Salisbury businesses as detailed in the report (Innovation and Business Development Committee, 21 June 2022, Item No. 6.1.1).
2. Authorises the Chief Executive Officer or delegate to make contractual arrangements with the recommended grant recipients.
3. Notes that a further report will be presented to Council by July 2022 on the allocation of unspent funds.

**CARRIED**

## 6.1.2 Community Bus Evaluation Report

Moved Mayor G Aldridge  
Seconded Cr B Brug

### That Council:

1. Approves the continuation of the Community Bus Service until the end of December 2022 as per Budget Bid number OPN 000959 (Attachment 3, Innovation and Business Development Committee, 21 June 2022, Item 6.1.2).
2. Notes the findings of the Community Bus Trial.
3. Approves the Mayor writing to the Minister for Infrastructure and Transport to share Council's findings of its bus trial and request the Government to fund additional bus routes for an improved public transport system in the western suburbs of the City of Salisbury as detailed in Council's Project Partnerships 2022 document (Project 11: Provide Accessible Services and Stronger Connections with Diverse Groups). Draft text is included as Attachment 4.
4. Council further considers the matter following receipt of the State Government's response as per Recommendation 3 of this report.

**CARRIED**

### *For Information*

## 6.2.1 Community Requests - Response Dashboard

Moved Cr J Woodman  
Seconded Cr M Blackmore

### That Council:

1. Notes the report.

**CARRIED**

## QUESTIONS ON NOTICE

*There were no Questions On Notice*

## MOTIONS ON NOTICE

*There were no Motions on Notice*

---

**OTHER BUSINESS** (*Questions Without Notice, Motions Without Notice, CEO Update*)

*There were no Other Business Items.*

The meeting closed at 7.00pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	6.0.1  <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	19 July 2022
<b>HEADING</b>	Future Reports for the Innovation and Business Development Committee
<b>AUTHOR</b>	Hayley Berrisford, PA to General Manager Business Excellence, Business Excellence
<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
27/09/2021 6.1.1  <b>Due:</b>	<b>Community Hubs Management Model and Community Centres Collaboration Agreement Review</b> 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	Chandler Giles
28/02/2022 6.1.2  <b>Due:</b>	<b>Support and Recovery Plan for Residents and Businesses through COVID</b> 5. Approves a Report be presented to Council in August 2022 to report on outcomes delivered and unspent funds. August 2022	Amy Pokoney Cramey
23/05/2022 6.4.2  <b>Due:</b>	<b>Exceptional Community Experience Project Update</b> Council has previously resolved this resolution to be confidential. August 2022	Hannah Walters
23/05/2022 6.4.2  <b>Due:</b>	<b>Exceptional Community Experience Project Update</b> Council has previously resolved this resolution to be confidential. July 2022 (note this report is tabled in the Finance & Corporate Services Committee, 18 July 2022, Item no. 2.4.1)	Hannah Walters
27/06/2022 6.1.1  <b>Due:</b>	<b>Covid-19 Small Business Grant Applications Review</b> 3. Notes that a further report will be presented to Council by July 2022 on the allocation of unspent funds. July 2022	Mike Richards

### 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>	6.1.1
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	19 July 2022
<b>HEADING</b>	Digital Strategy
<b>AUTHOR</b>	David Bevan, Manager Enabling Technology, Business Excellence
<b>CITY PLAN LINKS</b>	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
<b>SUMMARY</b>	<p>This report summarises the development of a digital strategy for the City of Salisbury, which is one of the critical actions in the City Plan 2035.</p> <p>The outcome of the work is Digital Salisbury 2027, which sets out principles, priorities, and goals, supported by a framework to transition the City of Salisbury into a digitally-enabled Council that leverages technology for the benefit of the Community and employees.</p>

## RECOMMENDATION

### That Council:

1. Adopts the priorities, principles and goals as defined in the Attachment 1 Digital Salisbury 2027 (Innovation and Business Development Committee, 19 July 2022, Item no 6.1.2)

## ATTACHMENTS

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

1. Digital Salisbury 2027
2. Digital Strategy Framework

## 1. BACKGROUND

### 1.1 City Plan 2035

1.1.1 The Innovation and Business Development section of the City Plan 2035 contains the following future planning Critical Action (0-5 years):

- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City

## 1.2 Smart Salisbury

- 1.2.1 A report to the Resources and Governance Committee on 21 September 2020 (item 3.5.1) provided an update on work to develop a set of guiding principles and an implementation plan to address the digital strategy critical action in the City Plan 2035.
- 1.2.2 The draft approach included nine areas of intent, nine guiding principles, and nine key activities.
- 1.2.3 This report updates Council on the updated key elements of the strategy now referred to as Digital Salisbury 2027, from the previous reference to Smart Salisbury and seeks Council consideration of the key elements of the strategy which will be used to finalise the final document titled Digital Strategy 2027.

## 2. CITY PLAN CRITICAL ACTION

- 2.1 Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
- 2.2 Use technology so people can better access Council Services
- 2.3 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 Executive Team
- 3.1.2 Senior Leadership Team

### 3.2 External

- 3.2.1 Publicly available digital strategy-related information from the Government of South Australia and Commonwealth of Australia
- 3.2.2 Advice and guidance on creating a public sector digital strategy – Senior Director Analyst, Gartner (a global business advisory)
- 3.2.3 Advice and guidance on digital inclusion – Strategic Engagement Lead, South Australian Digital Inclusion Strategy, Department of the Premier and Cabinet, Government of South Australia
- 3.2.4 Advice and guidance on digital identity – Digital Identity Lead, Office for Digital Government, Department of the Premier and Cabinet, Government of South Australia

## 4. REPORT

### 4.1 Digital strategy

- 4.1.1 The Smart Salisbury intent, guiding principles and key activities as presented to Council in September 2020 have been reviewed.
- 4.1.2 Based on a combination of evaluating a number of public sector digital strategies, and advice and guidance from senior advisors from Gartner, which is a global business advisory, the City of Salisbury's digital

strategy is now based around a smaller number of priorities and principles.

4.1.3 The three priorities are:

- Easier to do business with
- Informed by our Community
- A digital Council

4.1.4 The three principles are:

- The needs of the Community are at the centre of how we develop and deliver our services
- The information we hold about the Community and our City
- Learn from others and apply the best that we find for the benefit of the Community

4.1.5 In developing aspects of the digital strategy consideration has been given to how the use of technology can assist those in our Community who are hearing or sight impaired, or for whom English is not their first language, for example:

- Providing information on our website in a way that can easily be used with popular text to speech applications available for mobile devices
- Similarly, providing information on our website in dyslexic-friendly fonts, or can be easily converted to a dyslexic-friendly font by the person accessing our website
- Installing special QR code signage at our facilities to make our buildings and parks easier to navigate for the sight impaired

4.1.6 The work has also considered how people access and receive information. Traditionally, business developed content to be consumed on a desktop computer that people initiated by typing on a keyboard.

4.1.7 With the adoption of mobile devices, such as smart phones and tablets, businesses changed the way they present information to ensure it could be accessed by people using smaller screens with touch capability.

4.1.8 More recently, technology providers have developed capability that enables people to speak to their devices, which can also provide information by speaking.

4.1.9 These technology areas would enable the City of Salisbury to explore how the Community could find out information by speaking into their device, for example: "Hey, Salisbury. When are my rates due?" or "Hey Salisbury, how busy is it at Bridgestone Reserve right now?"

4.2 Digital Salisbury 2027

4.2.1 The outcome of the work to develop a digital strategy for the City of Salisbury can be found in attachment 1.

- 4.2.2 This infographic sets out the three priorities and three principles and a number of goals that explain what Digital Salisbury will mean for our Community and our employees.
- 4.2.3 The proposed name is “Digital Salisbury 2027” which provides a five-year timeframe to identify and deliver projects that will transition the City of Salisbury into a digitally-enabled Council that leverages technology for the benefit of the Community and employees.
- 4.3 Framework
- 4.3.1 It is proposed that digital strategy-related initiatives and progress on digital strategy-related projects are reported through the Innovation Business Development Committee.
- 4.3.2 The proposed framework can be found in attachment 2.
- 4.4 Implementation plan
- 4.4.1 An implementation plan is being developed that will identify initiatives that will contribute to becoming a digitally-enabled Council.
- 4.4.2 The implementation plan includes current programs, such as the CRM/ERP program that is out to market and will provide a key platform in the capability of the City of Salisbury to deliver against the following critical actions in the City Plan 2035:
- Use technology so people can better access Council Services
  - Implement a change plan so Council provides an exceptional Community experience, delivers quality outcomes and is a great place to work
- 4.4.3 It is anticipated the implementation plan will include technology-based enablers that will contribute to the delivery of the following critical actions in the City Plan 2035:
- Adopt practices and infrastructure that make the City cooler in an increasingly warm climate
  - Manage and plan assets so they are resilient to a changing climate
  - Improve the environmental performance of Council buildings

## **5. CONCLUSION / PROPOSAL**

- 5.1 Digital Salisbury 2027
- 5.1.1 The information gathered as part of the development of Smart Salisbury has been reviewed and consolidated into a smaller number of items.
- 5.1.2 The City of Salisbury digital strategy, with the proposed name of “Digital Salisbury 2027” is based around three priorities and three principles that define a number of goals that will transition the City of Salisbury into a digitally-enabled Council that leverages technology for the benefit of the Community and employees.

- 5.1.3 The digital strategy is supported by a framework and an implementation plan that is under development, which will define a number of technology-enabled initiatives that will contribute to the delivery of a number of the critical actions in the City Plan 2035.
- 5.2 City Plan 2035 Critical action
  - 5.2.1 The development of Digital Salisbury 2027 addresses the following critical action in the City Plan 2035:
    - Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
- 5.3 Next steps
  - 5.3.1 Subject to adoption of the key elements that make up the Digital Strategy 2027, administration will finalise the full documented strategy which will then be promoted to key stakeholders and used to guide the transition of Council services







# DIGITAL SALISBURY 2027

## OUR 3 PRIORITIES

### EASIER TO DO BUSINESS WITH



- INTUITIVE AND CONVENIENT SERVICES
- INTEGRATED SERVICES SUPPORTING YOUR NEEDS
- ONE DIGITAL IDENTITY FOR EASY AND SECURE ACCESS TO SERVICES

### INFORMED BY OUR COMMUNITY



- SMARTER SERVICES THAT ADAPT TO THE INFORMATION YOU CHOOSE TO SHARE WITH US
- GREATER INSIGHTS FOR BETTER SERVICES
- SHARE THE INFORMATION WE HOLD FOR THE BENEFIT OF ALL

### A DIGITAL COUNCIL



- DELIVERING A DIGITAL CAPABILITY
- SUPPORTING OUR MOVE TO BEING A DIGITAL BUSINESS
- BUILD A DIGITAL CULTURE

## OUR 3 PRINCIPLES

### YOUR NEEDS ARE AT THE CENTRE OF HOW WE DEVELOP AND DELIVER OUR SERVICES



WE WILL DESIGN THE SERVICES WE PROVIDE AROUND YOUR NEEDS, NOT OURS

### THE INFORMATION WE HOLD ABOUT YOU AND OUR CITY



WE WILL ONLY USE THE DATA YOU SHARE WITH US IN THE WAY YOU HAVE AGREED WE CAN

### LEARN FROM OTHERS AND APPLY THE BEST THAT WE FIND FOR YOUR BENEFIT



WE ARE OPEN TO INNOVATIVE IDEAS AND BETTER WAYS OF DOING THINGS IF IT RESULTS IN A BETTER SERVICE FOR YOU OR MAKES US MORE EFFICIENT

## LOCAL GOVERNMENT THAT IS EASIER TO DO BUSINESS WITH

### OUR FOUR GOALS

1. YOU WILL BE ABLE TO ACCESS MOST CITY OF SALISBURY SERVICES DIGITALLY BY 2027
2. TO MAKE IT EASIER TO UNDERSTAND WHO PROVIDES YOUR PUBLIC SERVICES ACROSS ALL LEVELS OF GOVERNMENT
3. YOU WILL BE ABLE TO CHOOSE A SECURE AND EASY-TO-USE DIGITAL IDENTITY TO ACCESS ALL GOVERNMENT SERVICES
4. YOU WILL STILL BE ABLE TO ACCESS OUR SERVICES BY CALLING OR VISITING US



## A DIGITAL COUNCIL

### OUR FOUR GOALS

1. IMPROVING OUR DIGITAL CAPABILITY
2. SUPPORTING BUSINESS CHANGE IN THE MOVE TO DIGITAL
3. BUILD A DIGITAL CULTURE
4. OUR PEOPLE CAN WORK PRODUCTIVELY AND SEAMLESSLY FROM ANYWHERE

## INFORMED BY OUR COMMUNITY

### OUR THREE GOALS

1. SERVICES WILL BE SMART AND ADAPT TO THE DATA YOU CHOOSE TO SHARE
2. USE DATA TO HELP US DELIVER BETTER SERVICES
3. SHARE THE DATA WE HOLD FOR THE BENEFIT OF ALL

## WHAT IT WILL MEAN FOR THE COMMUNITY AND OUR EMPLOYEES



INTUITIVE AND CONVENIENT SERVICES



PUBLIC SERVICES SUPPORTING YOUR NEEDS



ONE DIGITAL IDENTITY FOR EASY AND SECURE ACCESS TO PUBLIC SERVICES



SERVICES WILL BE SMART AND ADAPT TO THE DATA YOU CHOOSE TO SHARE



USE DATA TO HELP US DELIVER BETTER SERVICES



SHARE THE DATA WE HOLD FOR THE BENEFIT OF ALL



IMPROVING OUR DIGITAL CAPABILITY



SUPPORTING BUSINESS CHANGE IN THE MOVE TO DIGITAL



BUILD A DIGITAL CULTURE



OUR PEOPLE CAN WORK PRODUCTIVELY AND SEAMLESSLY FROM ANYWHERE

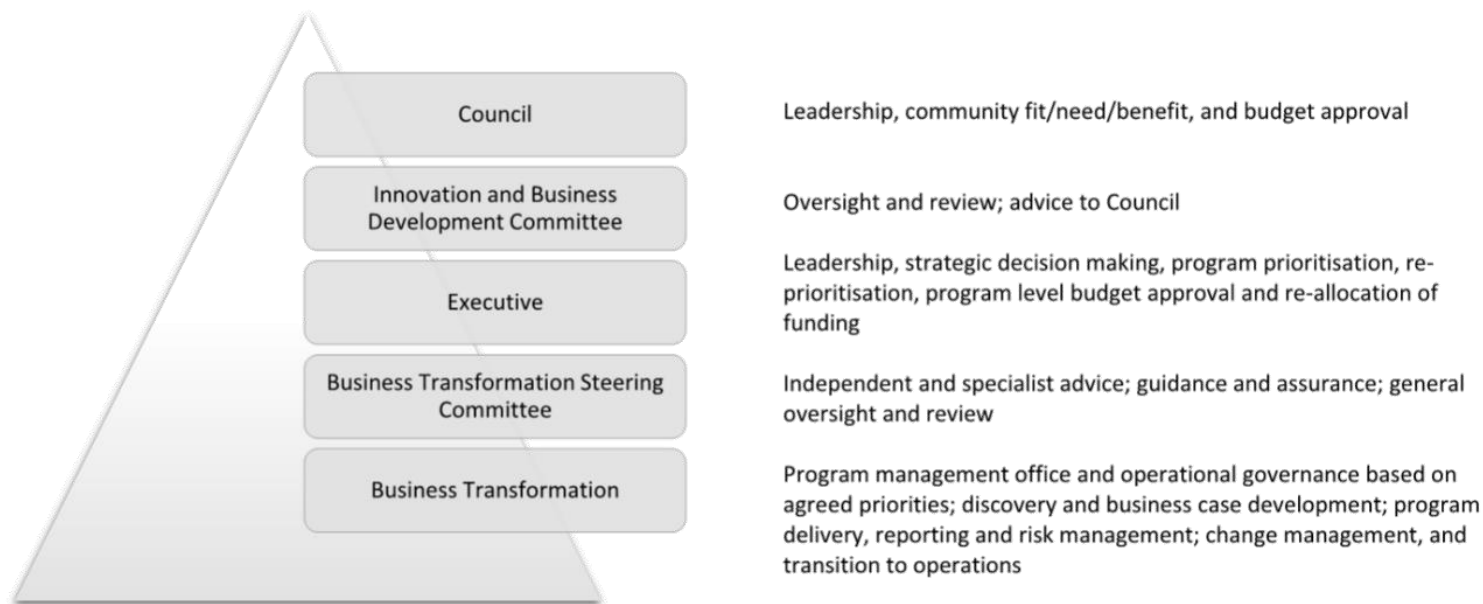
Page 17  
Innovation and Business Development Committee Agenda - 19 July 2022

City of Salisbury

Item 6.1.1 - Attachment 1 - Digital Salisbury 2027



### Digital Salisbury Framework





<b>ITEM</b>	6.1.2  <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	19 July 2022
<b>HEADING</b>	Shopfront Improvement Grant
<b>AUTHOR</b>	Leandro Lopez Digon, Manager Economic Development & Urban Policy, City Development
<b>CITY PLAN LINKS</b>	1.1 Our City is attractive and well maintained 3.1 Salisbury's businesses are successful and part of our community 3.2 Salisbury is a place of choice for businesses to start, invest and grow
<b>SUMMARY</b>	This report proposes to allocate \$37,436 being the unspent funds of the COVID-19 Small Business Grants and to reallocate the \$30,000 (inclusive of \$10,000 from the Salisbury Business Association) approved funds for the Discover Salisbury voucher system into a Shopfront Improvement Grant to support local businesses to upgrade their premises and leverage the investment Council is making in the public realm as part of the John and Church Street Revitalisation Project.

## RECOMMENDATION

### That Council:

1. Approves the reallocation of \$67,436 of the unspent funds from the COVID-19 Small Business Grant and the approved funds for a Discover Salisbury campaign, to implement a Shopfront Improvement Grant program to support local businesses in the Salisbury City Centre.
2. Notes that a further report will be presented to Council with the Shopfront Improvement Grant guidelines.

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

1.1 On 28 March 2022, Council resolved the following:

1. *As part of the City of Salisbury's COVID support for small businesses, that Administration present a report to the Innovation and Business Development Committee in March 2022, for the establishment of a once off grant program commencing in May 2022 and totalling \$60,000 be included in the second quarter budget review as a non-discretionary bid.*
2. *The initiative is to include:*
  - a. *Capital Works Grants up to \$5,000 (excl GST) per applicant on matching dollar for dollar basis to assist with capital works related expenditure*

- supporting business revenue opportunities (examples include equipment, shop fit-out and physical alterations to business premises); and*
- b. Grants to support small businesses for online, e-commerce, or digital marketing activities up to \$2,500 per applicant or the equivalent value in subsidised training.*
3. *The report is to include:*
- a. Proposed eligibility criteria and guidelines for the grant program.*
- b. Proposed timeline to enable applications to be considered by Council within three months of the grant program commencement date.*
- 4.a. *That Council approve a non-discretionary budget bid within the second quarter budget review of \$20,000 noting a contribution from the Salisbury Business Association of \$10,000 to introduce the Discover Salisbury campaign with a voucher system to support local cafes, restaurants and small local businesses.*
- b. The voucher system guidelines and conditions to be delegated to the CEO.*
- 1.2 Consequently, in June 2022 Council approved the offering of Small Business Grants to all (eight) eligible businesses. A total of \$22,564 of the \$60k budget was allocated.
- 1.3 Point 4 of the motion approves the establishment of a voucher system to support local businesses. This report presents an alternative solution that has been discussed with and is supported by the Salisbury Business Association.
- 1.4 Furthermore, on 23 May 2022, as part of the City Centre Revitalisation Project (Church/John Street) Update, Council noted:
1. *The report.*
2. *That a further report regarding Shop Front Grants and Economic Uplift in consultation with the Salisbury Business Association will be presented to Council.*

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

- 2.1 Support new and existing businesses and industries grow and create jobs.

## **3. CONSULTATION / COMMUNICATION**

### **3.1 Internal**

- 3.1.1 Community Experience and Relationships
- 3.1.2 Economic Development
- 3.1.3 Polaris Business and Innovation Centre Business Advisors

### **3.2 External**

- 3.2.1 Salisbury Business Association
- 3.2.2 Chair of Northern Futures Inc
- 3.2.3 Adelaide Economic Development Agency – City of Adelaide
- 3.2.4 Norwood, Payneham and St Peters Council – Economic Development & Strategic Projects Unit

## 3.2.5 Tigerheart.com

**4 REPORT**

- 4.1 The Salisbury City Centre Urban Design Framework contains a built form objective to “*offer an authentic local mainstreet experience that is well designed and legible with activated streetscape environments.*”
- 4.2 Achievement of this objective would be supported by increasing the investment by private property owners into the upkeep and presentation of their buildings. This would complement Council’s significant investment in John and Church Streets.

*COVID-19 Small Business Grants*

- 4.3 During May 2022 City of Salisbury businesses were invited to apply for a COVID-19 Small Business Grant. Applications closed on 31 May 2022 and eight eligible businesses applied. In June 2022 Council approved the offering of Small Business Grants to all (eight) eligible businesses. A total of \$22,564 of the \$60k budget was allocated, leaving \$37,436 unspent.

*Discover Salisbury – Voucher System*

- 4.4 To respond to Council’s request of introducing the Discover Salisbury campaign with a voucher system, we explored a number of alternatives on how to approach such an initiative.
- 4.5 A number of councils in South Australia have delivered similar programs over the last two years and we consulted with two of them to enquire about their approach, the general process and the challenges they encountered.
  - 4.5.1 Norwood, Payneham and St Peters (NPSP) designed and delivered most of the program inhouse in collaboration with their Information Management team. They engaged a web developer that designed a redemption system. The program was for 500 vouchers and the promotion was limited to The Parade.
  - 4.5.2 The City of Adelaide (CoA) engaged a web developer to design a comprehensive system that required significant investment. However, the extent of the campaign justified such an approach given they received State Government funding and offered one round in 2021 and another one in early 2022, offering more than 30,000 vouchers (\$30 each) so far.
- 4.5 We explored the possibility of utilising the web-based solutions from NPSP or CoA, however both options required extensive resources to deliver a voucher system.
- 4.6 In the search for an alternative solution, we contacted a brand and development studio (Tigerheart.com) that had been working on a product that offered a similar solution. We discussed options and concluded that due to the investment required and the time it would take to get it running (approximately eight weeks of planning, building and marketing to businesses and consumers) we should look at an alternative way to support local businesses that could deliver more value for money.

*Shopfront Improvement Grant*

- 4.7 In May 2022, after an update on the City Centre Revitalisation Project was provided, Council noted that a report outlining options for a Shopfront



Improvement Grant would be presented. Although this report does not outline options for such grant, it further supports the initiative. It is proposed that a further report will be brought to Council to consider guidelines for implementation.

- 4.8 In addition, Council's decision from 28 March 2022, intends to support local businesses by offering financial support. With this intention in mind, there is an opportunity to leverage the investment that Council is making in the Salisbury City Centre through the Church and John Streets Revitalisation Project.
- 4.9 A Shopfront Improvement Grant that could be partially funded by the unspent budget from the Small Business Grants and the \$30k (inclusive of \$10k from the Salisbury Business Association) allocated for a Discover Salisbury campaign could be implemented. This idea has been canvassed with Mr David Waylen, Executive Officer of the Salisbury Business Association and is supported. If the proposal is endorsed by Council then Administration will consult with Mr Waylen on the design of the Shopfront Improvement Grant.
- 4.10 The key objectives of such a program would be:
  - 4.10.1 To enhance the activation of the area
  - 4.10.2 To improve the operation and viability of the local businesses
  - 4.10.3 To improve the amenity of the Salisbury City Centre.
- 4.11 The type of improvements that could be considered through the program include:
  - 4.11.1 Repainting of external shop frontages or facades
  - 4.11.2 Improving signage as part of a broader shopfront improvement project
  - 4.11.3 Improving accessibility for all users as part of a broader shop front improvement project
  - 4.11.4 Introducing external materials that add visual interest to the street (eg texture, tiling)
  - 4.11.5 Introducing green elements such as vines, green walls and window boxes
  - 4.11.6 Installing laminated glass or security glazing (and removal of security roller doors)
  - 4.11.7 Installing or upgrading awnings.
- 4.12 The process of conducting a grant of this nature will generally take around six to seven weeks from program release to offer being provided to successful applicants.
- 4.13 Given caretaker provisions take effect from Tuesday 6 September 2022, we propose to open for applications after caretaker provisions later in the year. This timing would also allow for the works of the Church and John Street Revitalisation Project to be finalised. With these timeframes in mind a report with the proposed guidelines will be presented to Council in August.

## 5 CONCLUSION / PROPOSAL

- 5.5 It is proposed to reallocate the unspent funds from the Small Business Grants (\$37,436) to a Shopfront Improvement Grant that will benefit local businesses and will leverage the investment Council is already making in the Salisbury City Centre.



- 5.6 Furthermore, given the complexities and cost of running a voucher system, it is proposed that the \$30k funds (inclusive of \$10k from the Salisbury Business Association) originally committed to deliver that campaign, are also allocated to the Shopfront Improvement Grants.
- 5.7 Given the process and timing required to conduct a grant of this nature, it is proposed to present a report in August outlining the details of the program with the intention of opening for applications after caretaker provisions finalise late in the year.



<b>ITEM</b>	6.1.3
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>HEADING</b>	Recommendations of the Strategic Property Development Sub Committee meeting held on Monday 11 July 2022
<b>AUTHOR</b>	Sharee Klein, Manager Strategic Development Projects, City Development
<b>CITY PLAN LINKS</b>	1.5 Our community is resilient and adaptive to change 4.2 We deliver quality outcomes that meet the needs of our community 4.5 We engage meaningfully and our community is aware of Council initiatives
<b>SUMMARY</b>	The minutes and recommendations of the Strategic Property Development Sub Committee meeting held on Monday 11 July 2022 are presented for Innovation and Business Development Committee's consideration.

**RECOMMENDATION**That Council:

1. Receives and notes the information contained in the Strategic Property Development Sub Committee Minutes of the meeting held on 11 July 2022 and that the following recommendations contained therein be adopted by Council:

**SPDSC1 Future Reports for the Strategic Property Development Sub Committee**That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. Minutes Strategic Property Development Sub Committee - 11 July 2022





**MINUTES OF STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE  
MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS,  
SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON  
11 JULY 2022**

**MEMBERS PRESENT**

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

**OBSERVERS**

Cr L Braun  
Cr B Brug

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Development, Ms M English  
General Manager Business Excellence, Mr C Mansueto  
Manager Strategic Property Development, Ms S Klein  
Manager Governance, Mr R Deco  
PA to the General Manager Community Development, Ms S Howley

The meeting commenced at 7:55pm

The Chairman welcomed the members, staff and Members of the public present in the Gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr Proleta.

**LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved Cr K Grenfell  
Seconded Cr G Reynolds

The Minutes of the Strategic Property Development Sub Committee  
Meeting held on 09 May 2022, 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**

## **QUESTIONS ON NOTICE**

*There were no Questions on Notice.*

## **MOTIONS ON NOTICE**

*There were no Motions on Notice.*

## **OTHER BUSINESS**

*Questions Without Notice, Motions Without Notice, CEO Update*

*There were no Other Business items.*

## ORDER TO EXCLUDE THE PUBLIC

### SPDSC2 Lake Windemere Business Case

Moved Cr J Woodman

Seconded Cr C Buchanan

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 **Lake Windemere Business Case** 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 7:54pm

The meeting moved out of confidence and closed at 8:00pm

CHAIRMAN.....

DATE.....





<b>ITEM</b>	6.2.1
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	19 July 2022
<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.
<b>RECOMMENDATION</b>	
	<u>That Council:</u>
	1. Notes the report.
<b>ATTACHMENTS</b>	
	This document should be read in conjunction with the following attachments:
	1. 10 Day Service Standard Dashboard
<b>1. BACKGROUND</b>	
	1.1 At the council meeting held on 26/08/2019 item IBDSC-OB2 was considered and the following resolved:  <i>‘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.’</i>  <i>Resolution No 0250/2019</i>
	1.2 Further, at the November 2019 meeting, the committee also requested that the information be provided by department.
<b>2. CONSULTATION / COMMUNICATION</b>	
	2.1 Nil
<b>3. REPORT</b>	
	<b>Organisation</b>
	3.1 The Community Request - Response Dashboards for the rolling 12-month period 1 July to 30 June 2022 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 21,558 requests received in the past rolling 12-month period ending 30 June 2022:
- 3.3.1 89.5% of requests were closed within 10 days.
- 3.3.2 95.8% 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 June 22 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	88	2.3%	97.7%	0.0%	100.0%
City Development	538	23.6%	72.3%	4.1%	95.9%
Community Development	10	0.0%	100.0%	0.0%	100.0%
City Infrastructure	1,310	30.3%	69.5%	0.2%	99.8%
Information Requests	4	0.0%	100.0%	0.0%	100.0%
Total	1,950	27.0%	71.7%	1.3%	98.7%
		98.7%		1.3%	

- 3.9 For CRM requests received in June 2022 we achieved a compliance rate of 98.7% where the CRM Request was either closed or responded to within 10 business days.

**12 Month Rolling Report Ending 30 June 2022 - 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
Jul-21	92.4
Aug-21	92.0
Sept-21	91.9
Oct-21	92.1
Nov -21	92.4
Dec-21	92.6
Jan-22	92.9
Feb-22	94.0
Mar-22	94.6
Apr-22	94.8
May-22	95.4
Jun-22	95.8

**CRM Data – Rolling 12 months June 2022**

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	1,202	0.2%	99.4%	0.4%	99.6%
City Development	5,099	3.4%	88.8%	7.8%	92.2%
Community Development	81	0.0%	96.3%	0.0%	96.3%
City Infrastructure	15,096	7.8%	86.9%	3.3%	96.7%
Information Requests	80	0.0%	91.3%	8.8%	91.3%
<b>Total</b>	<b>21,558</b>	<b>6.3%</b>	<b>89.5%</b>	<b>4.2%</b>	<b>95.8%</b>
		<b>95.8%</b>		<b>4.2%</b>	

- 3.11 The requests captured as Null 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 statistics. The Null category captures

information requests and requests captured under old categories that are no longer used.

**Definitions:**

Epathway: Old online pathway module used to log service requests via the website

Citywatch: Replaced Epathway with more user-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.

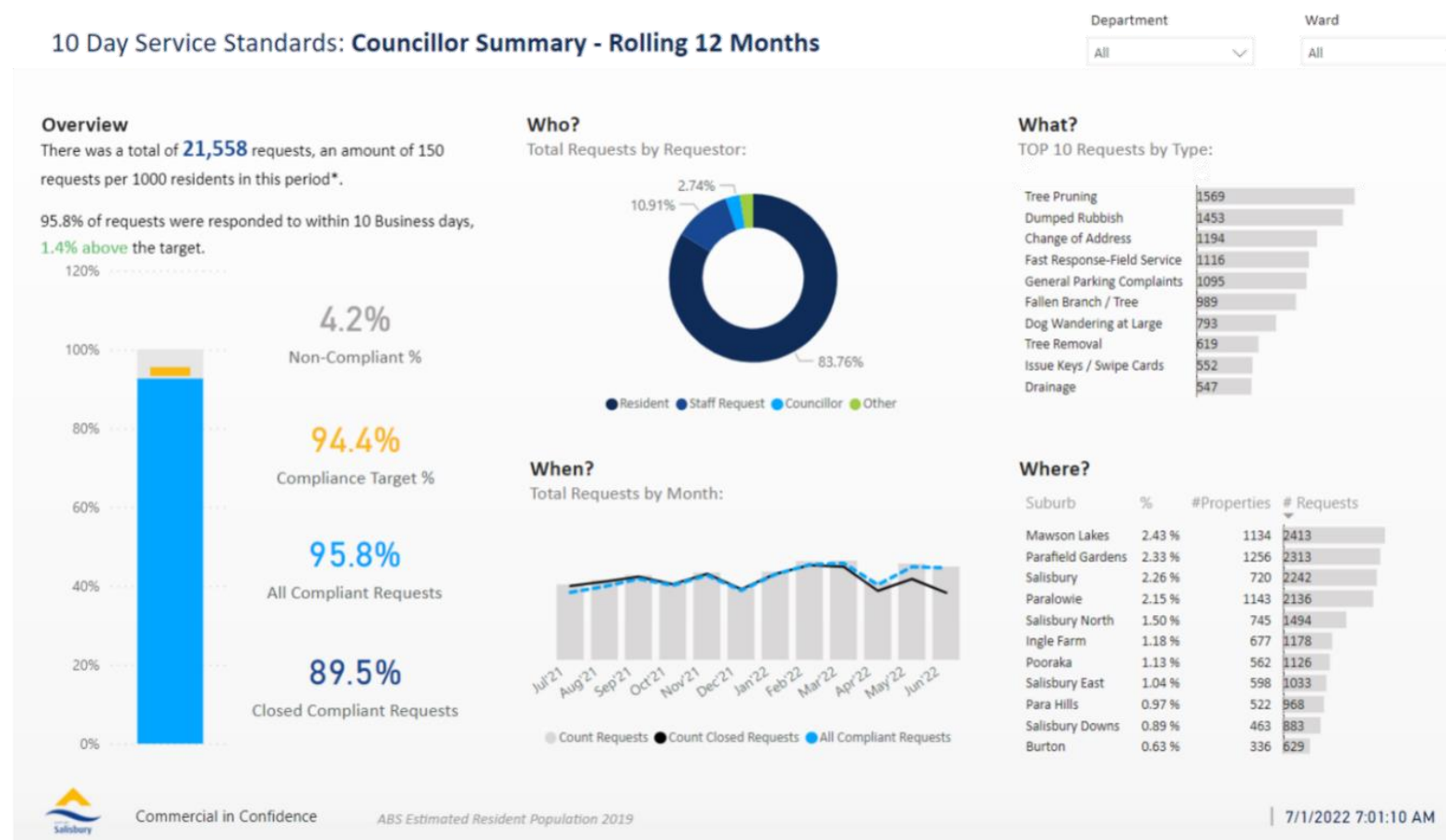
**Recent Changes to Dashboard**

- 3.13 We have successfully moved the data and it is now being stored in the cloud. The dashboard is automatically updated each day.
- 3.14 The interactive dashboard will allow filtering of results by department and ward and will provide a complete breakdown of requests per suburb.
- 3.15 The dashboard now shows the top 10 categories for each department.

**4. CONCLUSION / PROPOSAL**

- 4.1 The new Power BI dashboard has been implemented and has been available on the Elected Member portal since the end of March 2022.
- 4.2 It is noted that the Community Experience Lead will continue to work with individual business units to identify where CRM is not meeting the target.
- 4.3 This month we have met the target response listed in the City Plan Corporate Dashboard - Innovation and Business Development to respond to 94.4% of requests within 10 working days.

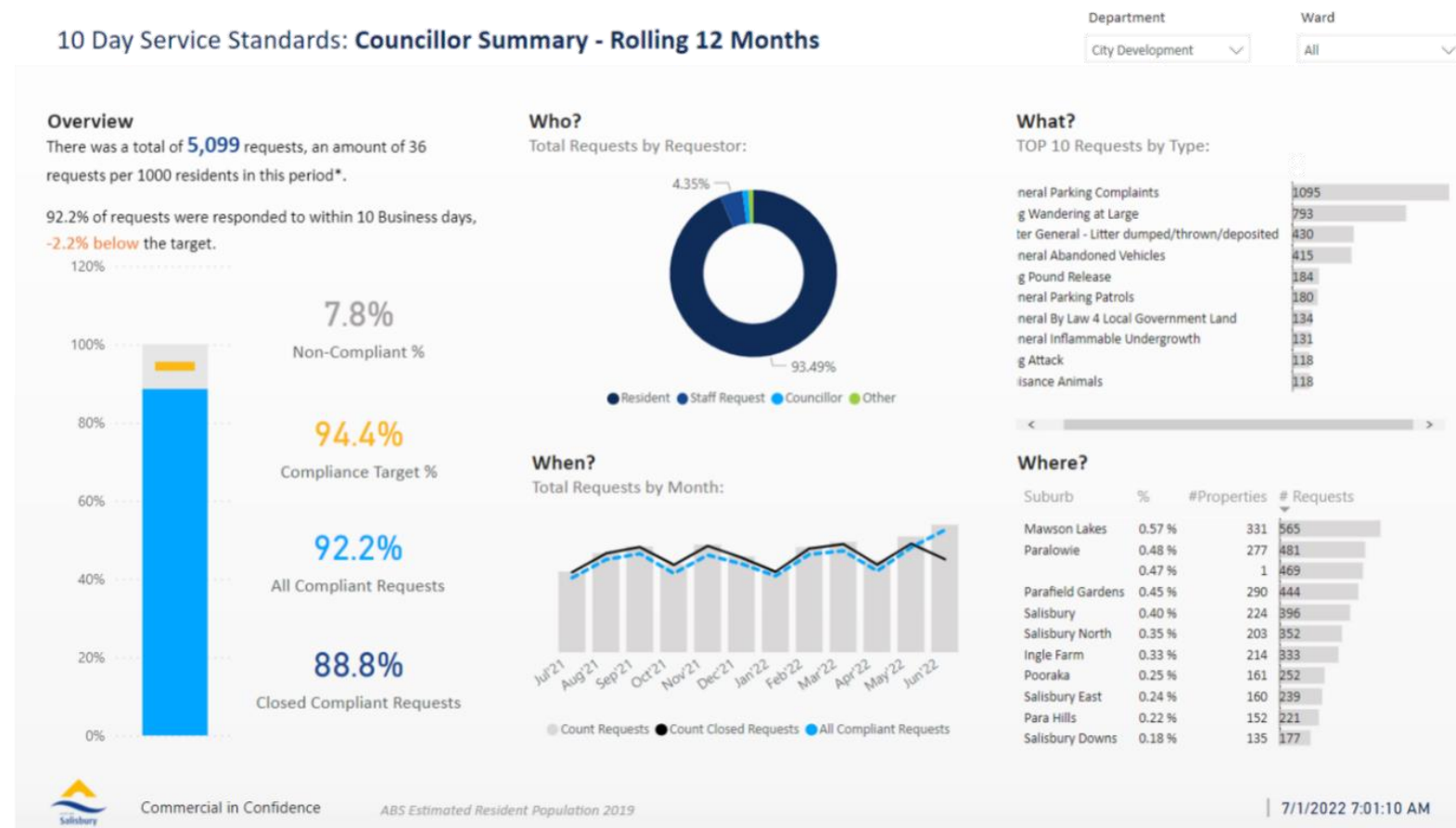
## 10 Day Service Standard –1 July 2021 to 30 June 2022



## Business Excellence – 1 July 2021 to 30 June 2022

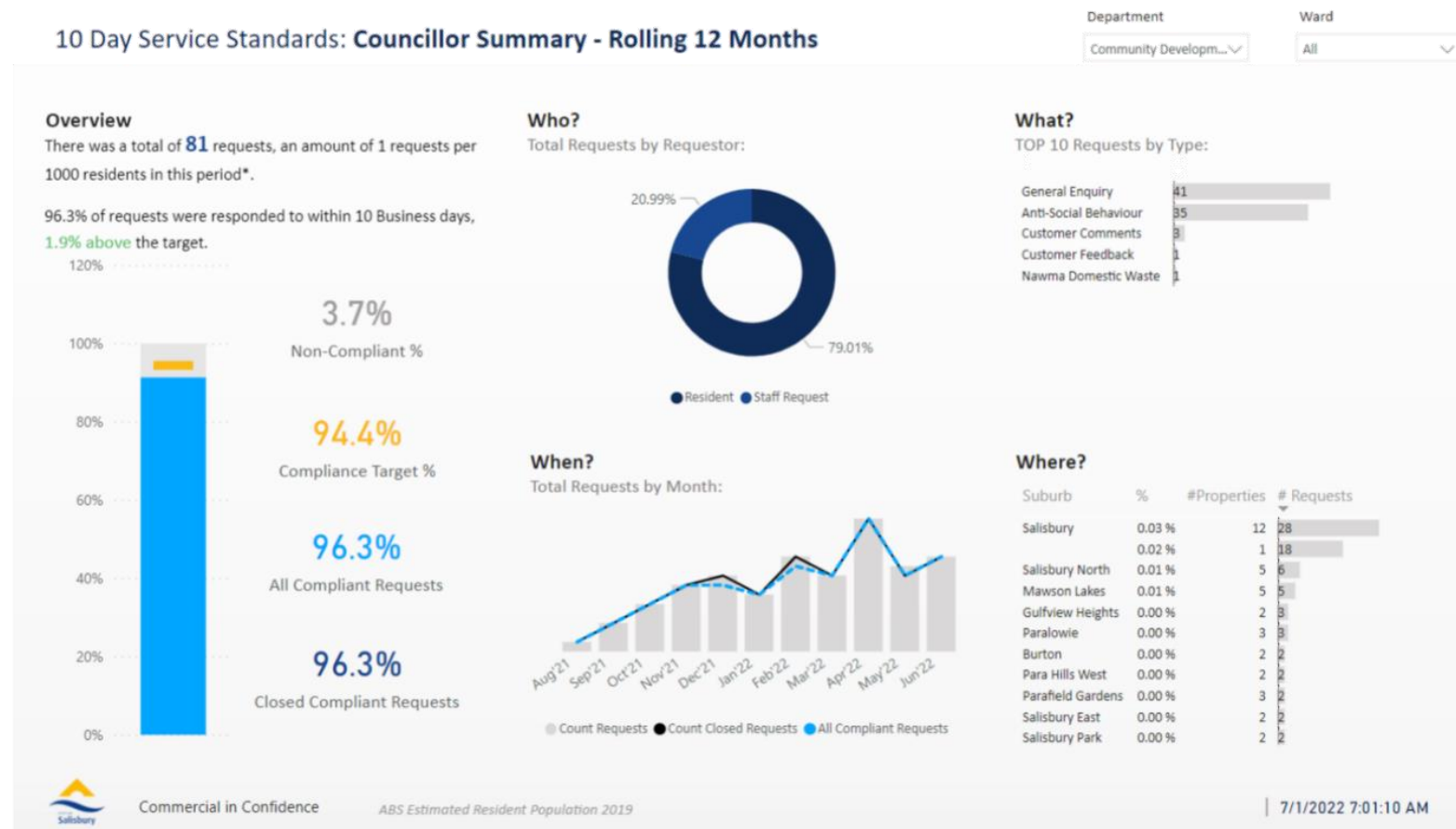


## City Development – 1 July 2021 to 30 June 2022



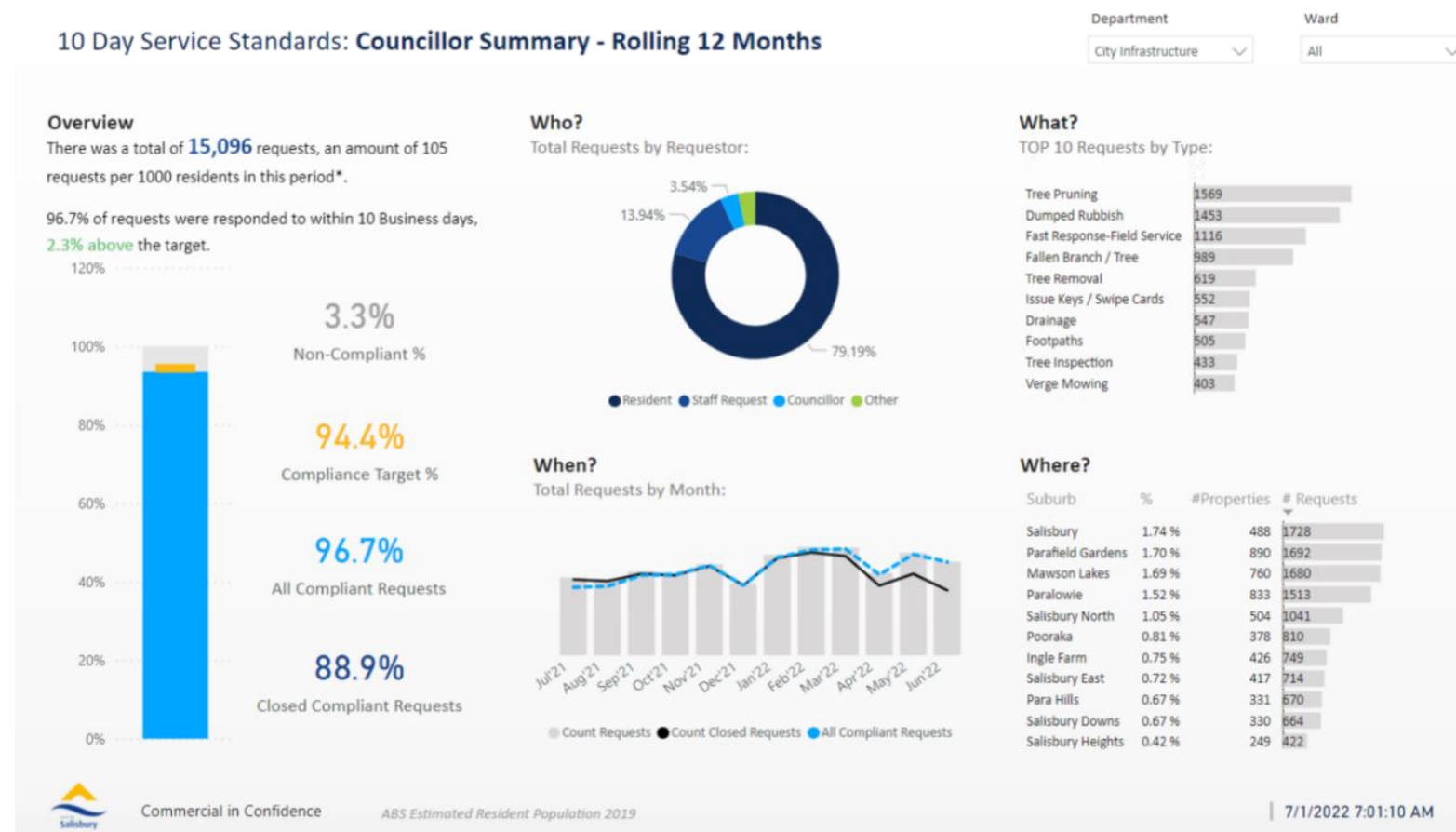


## Community Development – 1 July 2021 to 30 June 2022





## City Infrastructure – 1 July 2021 to 30 June 2022



## Null (Information) – 1 July 2021 to 30 June 2022

