



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE MEETING TO BE HELD ON

**17 OCTOBER 2022 AT CONCLUSION OF THE URBAN SERVICES AND
GOVERNANCE AND COMPLIANCE COMMITTEES**

**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)
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 16 August 2022.

REPORTS

Administration

6.0.1	Future Reports for the Innovation and Business Development Committee	9
6.0.2	Update on COVID Response Strategies to Support the Community & Businesses	11

For Decision

6.1.1	Digital Strategy Overview	17
-------	---------------------------------	----

For Information

6.2.1	Community Requests - Response Dashboard	23
6.2.2	Salisbury City Centre Revitalisation Update - Church and John Streets Working Group Outcomes	35

QUESTIONS ON NOTICE

MOTIONS ON NOTICE

OTHER BUSINESS

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

ORDERS TO EXCLUDE THE PUBLIC

6.4.1 Enterprise Resource Planning and Customer Relationship Management Update.

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Committee orders, 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)(k) 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 tenders for the supply of goods, the provision of services or the carrying out of works.*
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*
 - *as Council is currently in a tender process*

*On that basis the public's interest is best served by not disclosing the **Enterprise Resource Planning and Customer Relationship Management Update.** 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 Item 6.4.1 **Enterprise Resource Planning and Customer Relationship Management Update..***

CLOSE



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

16 AUGUST 2022

MEMBERS PRESENT

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

STAFF

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

The meeting commenced at 7.56 pm.

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

APOLOGIES

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

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr G Reynolds

The Minutes of the Innovation and Business Development Committee Meeting held on 19 July 2022, be taken as read and confirmed.

CARRIED

REPORTS

Administration

6.0.1 Future Reports for the Innovation and Business Development Committee

Moved Cr G Reynolds
Seconded Cr J Woodman

That Council:

1. Notes the report.

CARRIED

For Decision

6.1.1 Shopfront Improvement Grant Guidelines

Moved Cr G Reynolds
Seconded Cr C Buchanan

That Council:

1. Approves the Shopfront Improvement Grant Guidelines presented in Attachment 1, of the Innovation and Business Development Committee, 16 August 2022, Item 6.1.1, with the exception that the Assessment of Applications Criteria - weighting be amended with highly visible being removed and procure locally be increased to 20%.
2. Authorises the Chief Executive Officer or delegate to finalise the grant program guidelines and administrative procedures.

CARRIED
UNANIMOUSLY

For Information

6.2.1 Community Requests - Response Dashboard

Moved Mayor G Aldridge
Seconded Cr G Reynolds

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.

ORDERS TO EXCLUDE THE PUBLIC

6.4.1 Ryans Road Land Disposal Revised Concept Masterplan

Moved Mayor G Aldridge
Seconded Cr G Reynolds

Pursuant to section 83(5) of the *Local Government Act 1999* the Innovation and Business Development Committee Orders, this matter to 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 Land Disposal Revised Concept Masterplan** 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 8.10 pm.

The meeting moved out of confidence and closed at 8.34 pm.

CHAIRMAN.....

DATE.....

ITEM	6.0.1 INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	18 October 2022
HEADING	Future Reports for the Innovation and Business Development Committee
AUTHOR	Hayley Berrisford, PA to General Manager Business Excellence, Business Excellence
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
27/09/2021 6.1.1	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. Due: June 2023	Chandler Giles
27/06/2022 6.1.2	Community Bus Evaluation Report 4. Council further considers the matter following receipt of the State Governments response as per Recommendation of this report. Due: September 2022 Deferred to: November 2022 Reason: Waiting on response from Ministers Office.	Michelle Atkinson

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
DATE	18 October 2022
HEADING	Update on COVID Response Strategies to Support the Community & Businesses
AUTHOR	Sara Howley, PA to GM Community Development, Community Development
CITY PLAN LINKS	1.2 The health and wellbeing of our community is a priority 1.3 People are valued and they feel safe, included and connected 1.5 Our community is resilient and adaptive to change
SUMMARY	In February 2022, Council resolved various strategies to support our local community and businesses throughout COVID-19. This report is providing an update on how those strategies were implemented and the outcomes achieved.

RECOMMENDATIONThat Council:

1. Notes the report.

ATTACHMENTS

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

1. Update on COVID-19 Resident and Business Support Strategies

1. BACKGROUND

- 1.1 At its meeting held in February 2022, Council resolved (Resolution 1254/2022)
 - 1.1.1 Approves a non-discretionary \$30,000 bid in the second quarter budget review to implement the following initiatives:
 - (a) increase weighting for local providers in tender evaluations.
 - (b) consideration of expanding the community bus service for the transportation of residents to community vaccination hubs should the Salisbury Vaccination Hub close
 - (c) utilisation of the home library service to deliver Rapid Antigen Tests to the community
 - (d) establish a reimbursement system to provide up to \$100 per night to people who have required accommodation as a result of a household member with whom they reside on a permanent basis, being required to isolate at home due to COVID
 - (e) \$6,000 to implement food packages

(f) *other initiatives with no cost attributed to them as contained in the COVID 19 Resident & Business Support Response Plan (blue table), Item 6.1.2 – Support and Recovery Plan for Residents and Businesses through COVID, (Innovation and Business Development Committee, 22 February 2022)*

- 1.1.2 *Notes that the \$30,000 will be included in the second quarter budget review to enable the administration to commence initiatives in the last quarter of the financial year.*
- 1.1.3 *Notes that these strategies will be available no later than 28 March 2022.*
- 1.1.4 *Approves the CEO under delegation to cease any of the response strategies should they become obsolete as a result of a change to State Government COVID-19 restrictions or directions and to provide a subsequent update to Council following any such decision.*
- 1.1.5 *Approves a Report be presented to Council in August 2022 to report on outcomes delivered and unspent funds.*

2. REPORT

- 2.1 The Innovation and Business Committee provided feedback on the strategies included in Attachment 1 at the Innovation and Business Committee Meeting held February 2022.
- 2.2 Following feedback from Elected Members, these strategies were approved at the Council meeting held in February 2022.
- 2.3 This report is to provide an update on how these strategies were implemented and the outcomes delivered. The relevant commentary can be found in Attachment 1.
- 2.4 The \$30,000 that was allocated in the second quarter budget review remains unspent.
- 2.5 Despite the lack of uptake of these strategies, our community has been well supported in 2022 as people begin to return to normality. This has included providing a vaccination hub, adjusted programming, a site for RAT collection and a comprehensive immunisation booster campaign.

3. CONCLUSION / PROPOSAL

- 3.1 Council implemented various strategies to attempt to support our community and businesses throughout COVID-19, unfortunately not all were able to be implemented or received community interest for various reasons.

Strategy	Delivery Timeline	Impact	Cost	Update
Increase weighting for local providers in tender evaluations	To commence as soon as approved.	Supporting local businesses	<p>Nil cost</p> <p>As part of City of Salisbury's tender process, a weighting of 20% to Economic Benefits to the Northern Region (EBNR) is applied to the evaluation criteria. This evaluation item assesses use of local business, labour and materials. The % value of this weighting is not fixed; there is flexibility to increase the weighting where a local economic benefit is a critical and achievable outcome for a particular procurement activity.</p> <p>Strategic Procurement assess and agree on evaluation weightings in consultation with the evaluation panel for each procurement activity as part of the COS procurement and sourcing process.</p>	<p>This action was identified as Nil cost given most of the activities are part of our standard Procurement and Sourcing processes. We include EBNR measures in all of our strategic procurement activities.</p> <p>To the last point, developing strategies for how these opportunities may be further communicated to local businesses (i.e. via social media and other methods) are being explored by COS in line with our Procurement Policy:</p> <p>We are continuing to collaborate internally on how we can coordinate this, however we haven't had an opportunity to put it out on social media or to the wider business community as yet.</p>
<p>In the event the Salisbury Vaccination Hub is closed (between now and 30 June 2022), expand the Community Bus to provide a second bus to take residents to select government managed vaccination hub(s)</p> <p>Operates once per week on Saturday.</p>	<p>To be established in the event the Salisbury Vaccination Hub closes. Hub currently operates until the end of March at which time it will be reviewed. Anticipated to be extended.</p>	<p>Allows residents who don't have access to transport free access to a vaccination clinic.</p>	<p>If operates Saturdays 5 April to 30 June = 13 weeks = \$13,450 plus \$500 printed timetables.</p> <p>Total: \$13,950</p> <p>Note: Current contracted day rates: Mon-Sat = \$1034.14 and Sunday & Public Holidays = \$1314.41. Day rates assume mileage of current community bus route. Changes to route that add to this mileage may occur additional charge – to be determined once vaccination hubs are identified.</p> <p>Cost will reduce each week that the Salisbury Vaccination Hub is extended.</p>	<p>Vaccination Hub remained open so this strategy was not activated.</p>

Front page website information for people seeking COVID information (button on website to link to SA Health information).	To commence as soon as approved.	Ease of access to relevant information for our community	In-kind staff	<p>A COVID-19 page was added at the commencement of COVID-19 in South Australia in March 2020. This link was moved to Council's new website when it was created in August 2021. Council's Marketing Team put an alert on the homepage of Council's website that directed people to this page: https://www.salisbury.sa.gov.au/council/covid-19</p> <p>From August 2021 – current, there have been 3919 people who have accessed this page.</p> <p>From February 2022, 2261 people accessed this COVID-19 Information page.</p> <p>This alert was removed 26 Sept 22, but our community can still access the covid-19 page should they search for it.</p>
Utilise Home Library Service to deliver RAT Tests to the community.	Could commence as soon as approved.	Deliver RAT tests to assist vulnerable residents who don't have access to transport.	Operate Monday to Thursday afternoons with no additional staffing costs. Leaving RAT at front doors. Will contact Chemist Warehouse Parabanks - they offer concession holders free packs of tests. If allowed we can collect on their behalf. Work in collaboration with Community Wellbeing for referrals.	Council liaised with local pharmacies to discuss this. Council was unable to get the RAT Tests to deliver to our community as proof of Senior's and/or Health Card was required and details recorded.
Leverage working relationship with Wellbeing SA	Less than 6 months	Due to having high level of cases in the North, there is a possibility for Council and Wellbeing SA to work together.	Nil	<p>Through a successful grant, Council worked with Wellbeing SA to create a communication campaign utilising community champions/leaders to provide key messages encouraging vaccination uptake in communities with low vaccination rates. This included multi-lingual cultural videos and FAQ information sheets: Intercultural COVID-19 vaccination messages • City of Salisbury</p> <p>This received positive community feedback, with our residents appreciating the diversity of languages presented.</p>

Establish a reimbursement system to provide up to \$100 per night to people who have required accommodation as a result of a household member with whom they reside on a permanent basis, being required to isolate at home due to COVID.	Program to operate until 30 June 2022 (or until funds exhausted).	Support the community / businesses through provision of affordable places to stay and avoid further infection.	\$10,000 provides up to 100 nights of accommodation support (current local accommodation can be accessed for approximately \$100-\$150 per night). Total: \$10,000	The COVID Accommodation Rebate was made available to the community on the 21st March 2022 and ceased on the 10th May 2022. The initiative was promoted through Councils communication channels and through a link on the City's home-page. A simple on-line form and associated guidelines were created to provide easy access to the Rebate. No applications were received.
Implement a Referral Service for 150 Food Packages to support vulnerable residents who are required to isolate	Can be delivered as approved.	Provide assistance to those who are isolating	\$6k	Council made this funding available, however due to organisations already funded to provide food to those in need, this funding was not required.
Message to staff to support local businesses	Less than 6 months	Supporting local businesses	Nil	Council continues to support local businesses to recover from the impacts of COVID-19

ITEM	6.1.1 INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	18 October 2022
HEADING	Digital Strategy Overview
AUTHOR	David Bevan, Manager Enabling Technology, 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	This report responds to the resolution from Council at the Innovation and Business Development Committee meeting on 19 July (item 6.1.1) seeking further information on the Digital Strategy.

RECOMMENDATION

That Council:

1. Adopts the principles, priorities and goals as defined in Attachment 1 Digital Salisbury 2027 (Innovation and Business Development Committee, 18 October 2022, Item no 6.1.1).

ATTACHMENTS

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

1. Digital Salisbury 2027 - updated draft Digital Strategy on a page

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 Digital Strategy

- 1.2.1 A draft Digital Strategy summary was developed that set out principles, priorities, and goals, supported by a framework to transition the City of Salisbury onto a digitally-enabled Council that leverages technology for the benefit of the Community and employees.
- 1.2.2 A draft Digital Strategy was presented to Council in July 2022 which resulted in various feedback to be considered on a revised strategy.

1.2.3 Council resolved (1418/2022) that it:

1. *Notes the report*
2. *Defers the Digital Strategy to the CEO Briefing session to be held in September 2022 to enable the Administration to consider the feedback provided by the Innovation & Business Committee to help formulate the Digital Strategy*
3. *Requests that a further report to be presented in the September 2022 Innovation and Business Committee to include:*
 - *the total budget allocated to the Digital Strategy year to date*
 - *the proposed budget for the 2023/2024 financial year and subsequent financial years; and*
 - *Total estimated costs of the implementation of the Digital Strategy*

1.2.4 This report responds to the resolution, noting that a CEO Briefing was held on the 5 September 2022 to workshop the revised Digital Strategy.

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 Various staff

3.1.2 CEO Briefing/Workshop Session on 5 September 2022.

4. REPORT

4.1 CEO Briefing/Workshop on Digital Strategy

- 4.1.1 A workshop session on the Digital Strategy was held on 5 September 2022 as part of a scheduled CEO Briefing/Workshop session.
- 4.1.2 The presentation noted the similarity between aspects of the draft Digital Strategy and the City Plan 2035.
- 4.1.3 The directions and foundations in the City Plan 2035 established a framework that informed the selection and inclusion of critical actions linked to directions.
- 4.1.4 Similarly, the Digital Strategy will be supported by implementation plan including actions that are informed by the priorities, principles and goals.

- 4.1.5 Based on the feedback from the Innovation and Business Development Committee on 19 July 2022 relating to the 'Informed by the Community' and 'A Digital Council' priorities the workshop held in September 2022 included a section to gather more detailed feedback about these two priorities.
- 4.1.6 An activity was facilitated to gather alternative wording for these two priorities in the Digital Strategy to be meaningful to a wider audience.
- 4.1.7 The feedback from Elected Members has been incorporated into the updated Digital Strategy, which can be found in attachment 1.
- 4.2 Budget allocated to Digital Strategy
 - 4.2.1 At this stage, no overall budget has been set aside for the delivery of the Digital Strategy as a whole and individual initiatives identified to deliver the Digital Strategy will need to go through their own justification and approval process as noted later in the report.
 - 4.2.2 The only exception to this is the Customer Relationship Management (CRM) and the Enterprise Resource Planning (ERP) solution through the establishment of the Business Transformation Fund As reported to Council the use of this fund will be reported through the Innovation and Business Development Committee.

The total budget allocated to the Digital Strategy year to date

- 4.2.3 The work to develop the Digital Strategy in the 2021/2022 financial year has been performed by internal resources within the Business Transformation team, so no additional budget allocation or expenditure has been required.

The proposed budget for the 2023/2024 financial year and subsequent financial years

- 4.2.4 Once the Digital Strategy on a page has been approved, work will continue on the development of the Digital Strategy document and the implementation plan. There are currently around 20 draft initiatives that could be prioritised over the five-year period, which align with the Digital Strategy and City Plan 2035.
- 4.2.5 The major contributor for this critical action will be the work delivered as part of the ERP program, that is being funded through the Business Transformation Future Fund.
- 4.2.6 The ERP program, which also includes the previously advised CRM capability, aligns with the City of Salisbury's three success factors to meet community expectations, quality outcomes and a great place to work.
- 4.2.7 There is an active procurement process for the ERP program and costs have not yet been finalised, however implementation is likely to commence late January 2023/early February 2023 with the preferred vendor.

- 4.2.8 It is proposed that the preferred vendor will also present the CRM component of the ERP solution to allow Elected Members and understanding of the key enhancements from the new application and how it addresses the feedback we received from Elected members previously. This multi-year program will meet the needs of our Community and be aligned with the Digital Strategy.
- 4.2.9 The ERP program will deliver a number of benefits, improving response times, reduction/elimination of manual processes, much better visibility for the Community on the status of requests, mobile applications, and upskilling staff.
- 4.2.10 Once the Digital Strategy implementation plan has reached a stage where there is consensus on the actions, work will commence on estimating costs for each action that are not part of the ERP program.
- 4.2.11 Some of the actions in the Digital Strategy implementation program may qualify to be part of the Business Transformation Future Fund.
- 4.2.12 Those that do not will be submitted as New Initiative Budget bids in appropriate financial year budget setting process.

Total estimated costs of the implementation of the Digital Strategy

- 4.2.13 The draft Digital Strategy proposed a five-year time line 2022 to 2027, branded as Digital Salisbury 2027.
- 4.2.14 It is expected the agreed actions in the implementation plan will consist of a range of initiatives, some of which will be relatively small scale while others, for example the ERP program, will be a very large program of work.
- 4.2.15 Agreed actions in the Digital Strategy implementation plan, that are not part of already approved projects or in scope for the Business Transformation Future Fund, will be submitted as budget bids in the relevant financial years from 2023/24 to 2026/2027.

5. CONCLUSION / PROPOSAL

- 5.1 The draft Digital Strategy, specifically the 'Informed by the Community' and 'A digital Council' priorities were workshopped with Elected Members as part of the scheduled CEO Briefing/Workshop session on 5 September 2022.
- 5.2 The updated draft digital strategy can be found in Attachment 1.
- 5.3 The research and development phase of the draft Digital Strategy has been completed by internal resources, so no budget allocation or expenditure associated with the work to date.
- 5.4 In line with the City Plan 2035 and other strategies developed by the City of Salisbury, once the Strategy has been approved work will commence on developing the scope of the work and estimating costs associated with implementing each action.
- 5.5 The ERP program, which will be a key part of the Digital Strategy, is funded from the Business Transformation Future Fund.



ITEM	6.2.1
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE
DATE	18 October 2022
HEADING	Community Requests - Response Dashboard
AUTHORS	Hannah Walters, Community Experience Lead, Business Excellence Lynette Paltridge, IT Service Delivery Manager, Business Excellence
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 Dashboard

1. BACKGROUND

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

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

Resolution No 0250/2019

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

2. CONSULTATION / COMMUNICATION

- 2.1 Nil

3. REPORT

Organisation

- 3.1 The Community Request - Response Dashboards for the rolling 12-month period 1 October 2021 to 30 September 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 24,417 requests received in the past rolling 12-month period ending 30 September 2022:
 - 3.3.1 91.7% of requests were closed within 10 days.
 - 3.3.2 96.2% 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 September 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	100	2.0%	98.0%	0.0%	100.0%
City Development	697	17.6%	76.8%	5.6%	94.4%
Community Development	17	23.5%	64.7%	11.8%	88.2%
City Infrastructure	1,251	29.6%	69.9%	0.5%	99.5%
Information Requests	10	0.0%	80.0%	20.0%	80.0%
Total	2,075	24.0%	73.6%	2.4%	97.6%
		97.6%		2.4%	

- 3.9 For CRM requests received in September 2022 we achieved a compliance rate of 97.6% where the CRM Request was either closed or responded to within 10 business days.

12 Month Rolling Report Ending 30 September 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
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
Jul-22	96.2
Aug -22	96.5
Sep - 22	96.2

CRM Data – Rolling 12 months September 2022

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	1,089	0.2%	99.2%	0.6%	99.4%
City Development	6,915	2.8%	88.0%	9.2%	90.8%
Community Development	111	2.7%	94.6%	5.4%	94.6%
City Infrastructure	16,221	5.6%	92.8%	1.6%	98.4%
Information Requests	81	0.0%	988.9%	11.1%	88.9%
Total	24,417	4.5%	91.7%	3.8%	96.2%
			96.2%	3.8%	

- 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.

3.13 Requests received using external apps

- Below is a table that shows the monthly breakdown of requests received via external apps Snap Send Solve, My Local Services and Neat Streets.

Date	Snap Send Solve	My Local Services	Neat Streets
Sep-21	90	77	1
Oct-21	87	51	2
Nov-21	76	86	3
Dec-21	83	79	5
Jan-22	81	68	5
Feb-22	130	87	0
Mar-22	115	105	0
Apr-22	105	58	2
May-22	102	106	5
Jun-22	134	117	2
Jul-22	105	84	1
Aug-22	115	77	15
Sep-22	189	110	2
Total	1412	1105	43

- These requests are received via the city@salisbury.sa.gov.au email address and manually put into our CRM system by the Community Experience Team.

3.14 Update on phone issues

- 3.14.1 Our phone vendor are still working through the root cause of the voice and call drop out issues.
- 3.14.2 The previous fixes implemented by our phone vendor have reduced the number of call drop outs but have not resolved the issue completely.

- 3.14.3 They will be implementing a change to our routing which they believe will help resolve the voice issues being experienced and allow them to do further troubleshooting on the call drop out issue.
- 3.14.4 Meetings are occurring daily between our Business Systems Solutions team and our vendor account manager to ensure focus remains on resolving the issue completely.
- 3.14.5 The website has been updated with the notice that there is still an issue with the phone system.

3.15 Update on information around Optus Breach

- 3.15.1 There has been significant publicity around the data breach that occurred with Optus over the previous weeks
- 3.15.2 While the City of Salisbury is a customer of Optus, we have engaged with them and have found that no enterprise customers were impacted. It is important to note that no personally identifiable information is provided to Optus for any mobile phone account created, limiting possible exposure if future breaches occur.

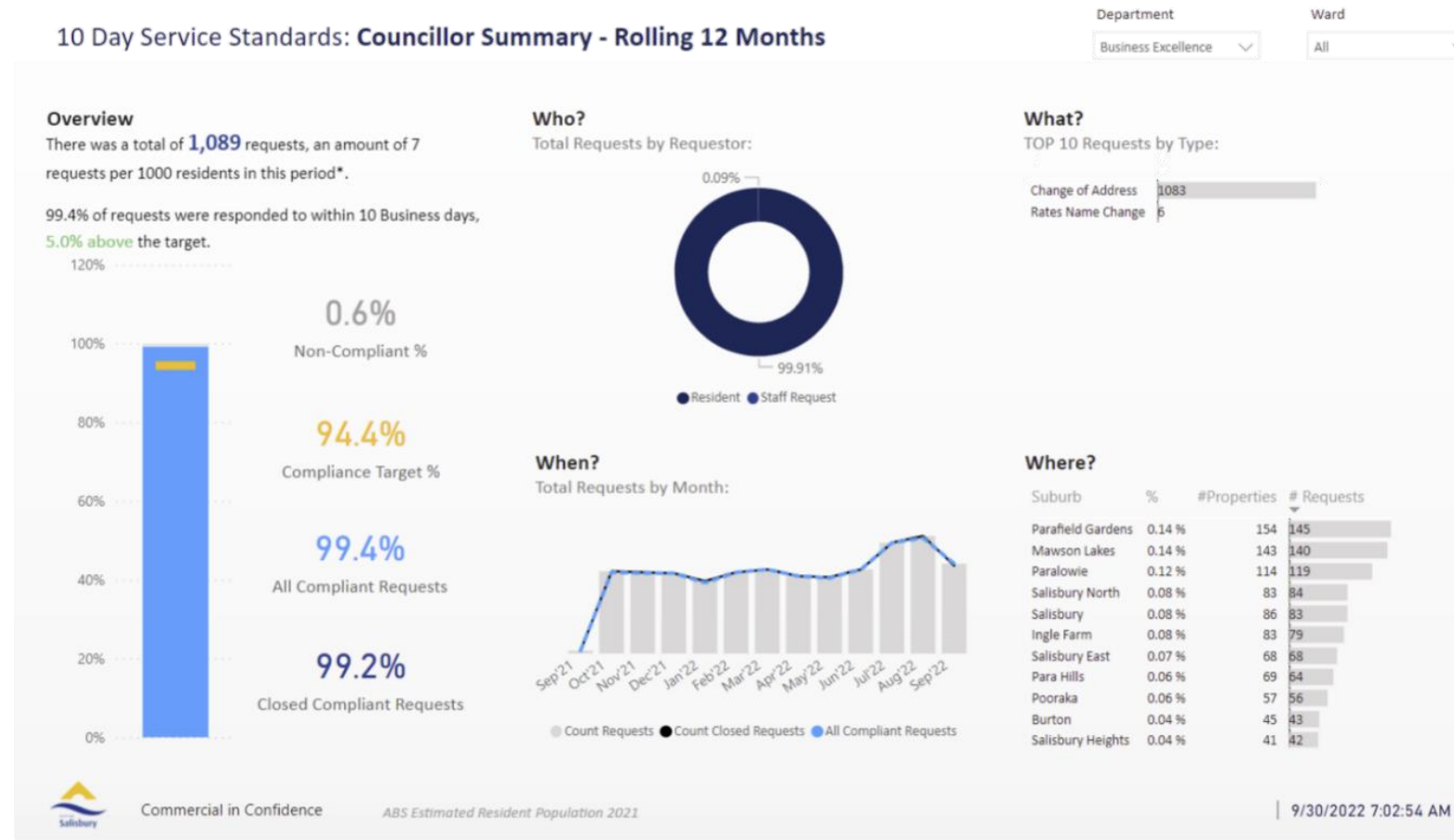
4. CONCLUSION / PROPOSAL

- 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.
- 4.4 We will continue to work closely with our phone vendor to ensure the phone issues are resolved completely and ensure we can return to delivering an exceptional experience to our community members.

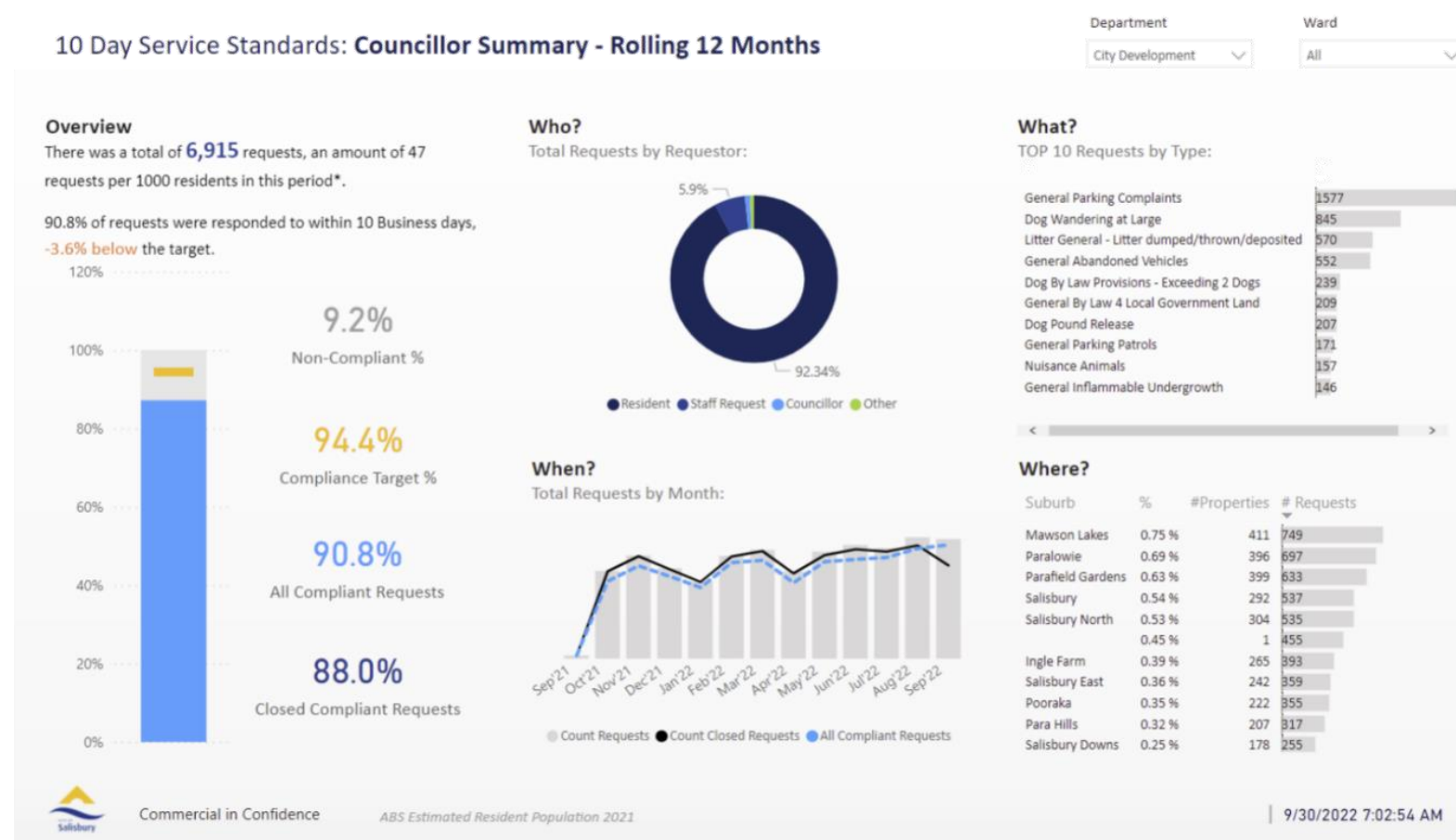
10 Day Service Standard –1 October 2021 to 30 September 2022



Business Excellence – 1 October 2021 to 30 September 2022



City Development – 1 October 2021 to 29 September 2022

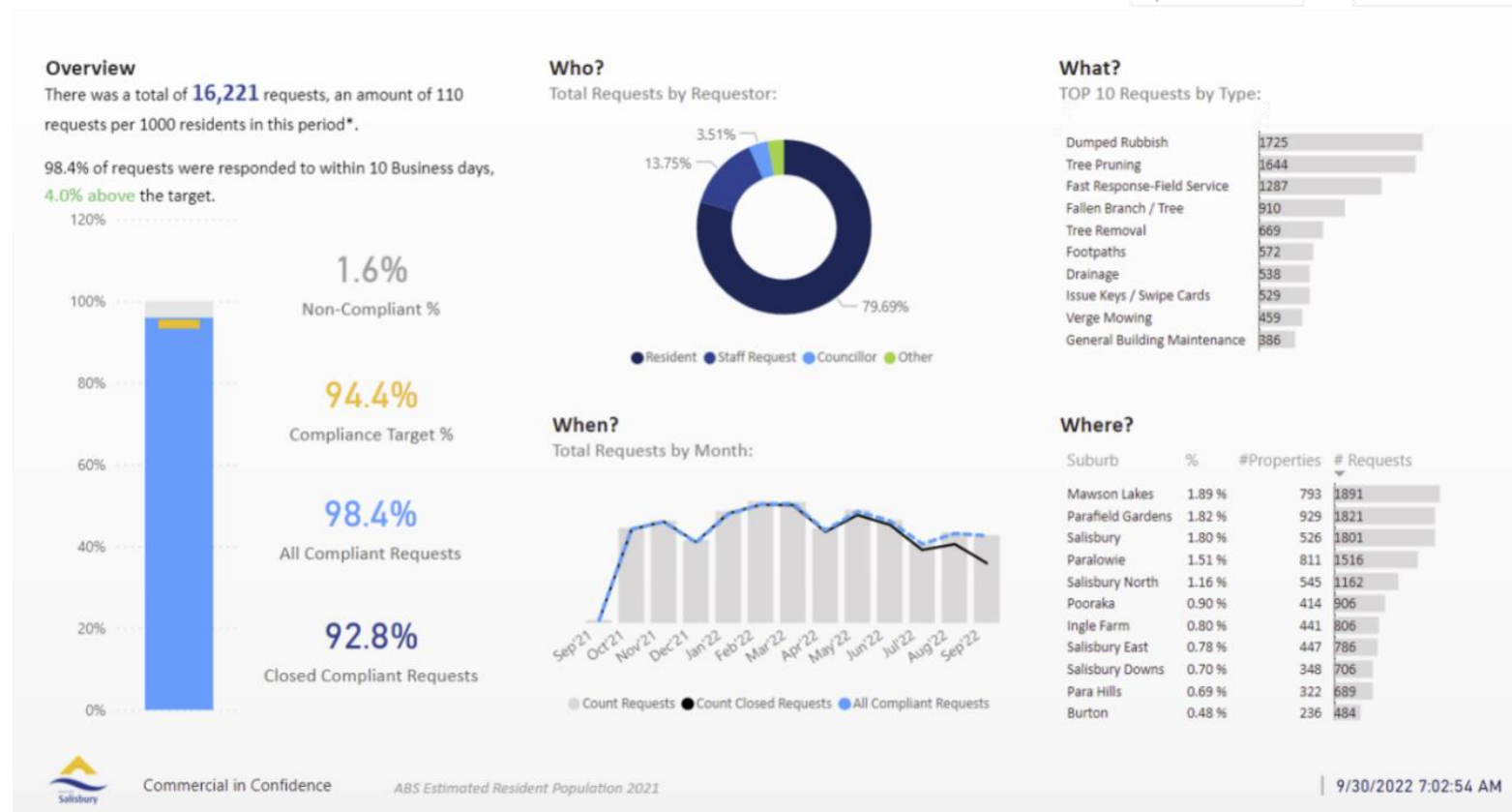


Community Development – 1 October 2021 to 30 September 2022

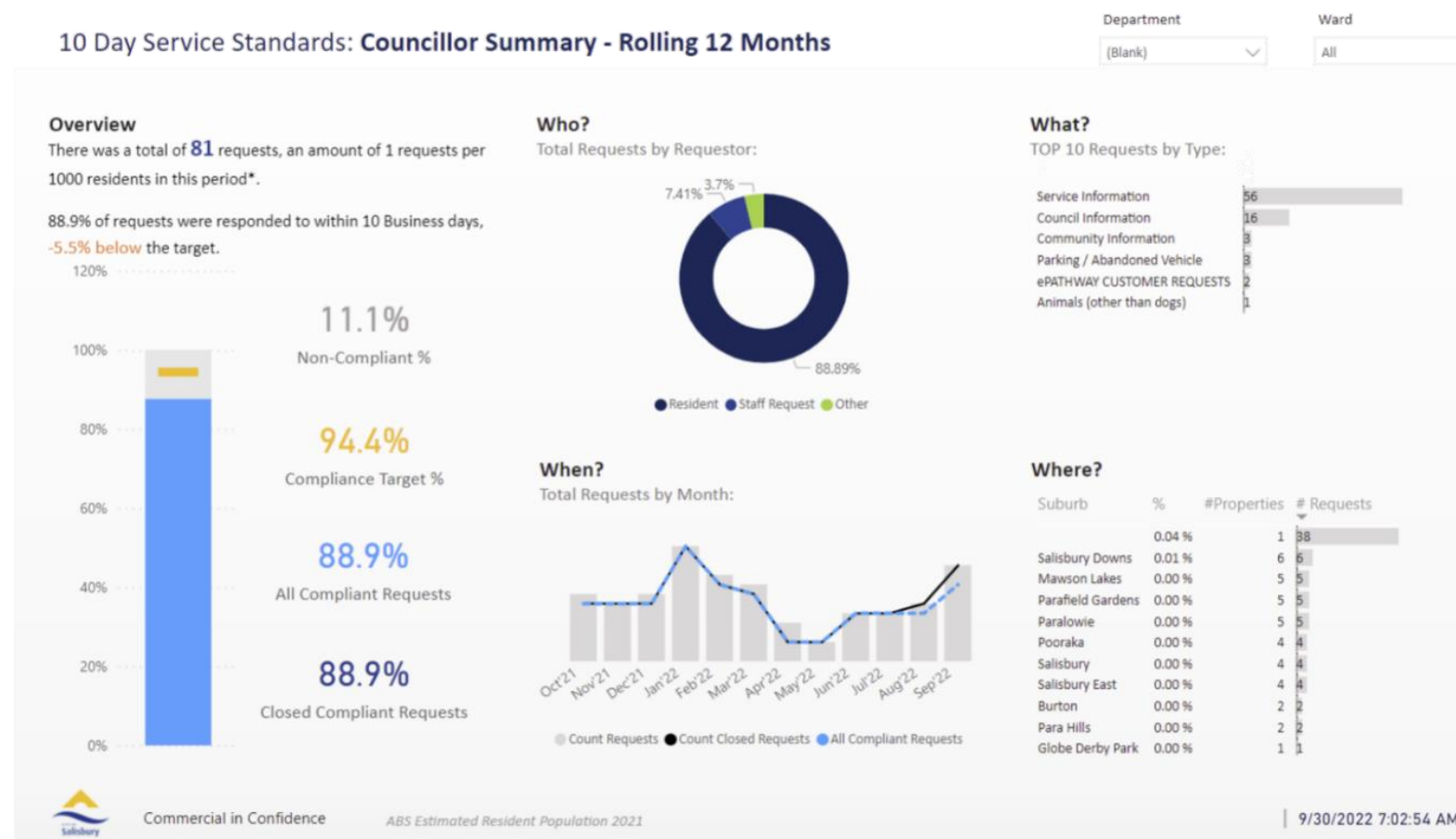


City Infrastructure – 1 October 2021 to 30 September 2022

10 Day Service Standards: Councillor Summary - Rolling 12 Months



Null (Information) – 1 October 2021 to 30 September 2022



ITEM	6.2.2		
	INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE		
DATE	18 October 2022		
PREV REFS	Works and Services Committee	2.9.2	21/10/2019
	Works and Services Committee	2.9.3	21/09/2020
	SPDSC	SPDSC2	09/05/2022
	SPDSC	SPDSC2	08/11/2021
HEADING	Salisbury City Centre Revitalisation Update - Church and John Streets Working Group Outcomes		
AUTHOR	Sharee Klein, Manager Strategic Development Projects, City Development		
CITY PLAN LINKS	3.4 Our urban growth is well planned and our centres are active 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		
SUMMARY	This report outlines the work undertaken to date by the Church and John Street Working Group and the quick wins to be undertaken by December 2022.		

RECOMMENDATIONThat Council:

1. Notes the six outcomes for the revitalisation of Church and John Street and endorses the quick wins that will be undertaken by December 2022.
2. Notes Council's previous decision to release the Len Beadell site to the market (28 October 2019, 0318/2019) and reaffirms the re-release of the Len Beadell site to the market via an Expression of Interest process during November – December 2022 including the encouragement of proponents identifying other development opportunities within the Salisbury City Centre that will support the longer term City Centre renewal strategy.
3. Notes that the outcome of the Expression of Interest will be reported to Council seeking approval to progress negotiations with a preferred proponent should one be identified.

ATTACHMENTS

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

1. Church and John Street Working Group Outcomes Presentation

1. BACKGROUND

1.1 The Salisbury City Centre is undergoing ambitious and exciting renewal with Council investing significantly across the city, including through:

- Community Hub
- Salisbury Aquatic Centre
- Church/John Street revitalisation project
- Salisbury Oval Precinct

1.2 The Church/John Street Working Group has recently been established to identify activation opportunities and to leverage the current investment to revitalize Church and John Streets.

1.3 As a starting point the Working Group went through the “Ten Ingredients of Main Streets” and determined where Church/John Street could be measured against each of the ingredients.

1.4 The Ten ingredients include:

1.	High quality public realm and amenities
2.	A diverse and competitive commercial mix with active frontages and attractive shop fronts
3.	Public spaces/gathering spaces that encourage active and passive activity
4.	Authentic marketable and identifiable destination branding on-street and online
5.	Accessible and safe for all users, including pedestrians, cyclists and vehicles
6.	Green, connected canopies, shaded and pleasant
7.	People living close by, servicing and supported by the local population with a human scale density and a “heart”
8.	Celebration of the unique local and heritage character
9.	Tailored events and activations that act as an anchor for visualization by locals and external visitors
10.	Connected stakeholders working collaboratively towards a common vision

1.5 From this analysis six key outcomes were identified for the project which included ‘quick wins’, plus short term, medium and longer term objectives.

1.6 The six outcomes and the ‘quick wins’ were presented at the CEO Briefing session with Elected Members on the 4th of October 2022 (Attachment 1 – CEO Briefing Church and John Street Working Group Presentation).

2. REPORT

- 2.1 The six key outcomes for Church and John Streets included:
- Len Beadell site is the cornerstone for the revitalisation of John and Church Streets bringing new life and vitality to the street
 - An environment that is clean, green, inviting and accessible to encourage activity for everyone
 - A street that offers a commercial mix that attracts people to the street
 - Spaces provide activities and experiences that attract visitation
 - A unique and identifiable brand for the City Centre that is know and trusted
 - An active City Centre that attracts people day and night
- 2.2 As part of the process “Quick Wins” were established to ensure there was action taken prior to the end of 2022.
- 2.3 Some of the “Quick Wins” have occurred and the remaining will be actioned by December 2022.
- 2.4 Regular and consistent liaison has been undertaken with the Salisbury Business Association and will continue to occur.

Outcome 1 - The Len Beadell site

- 2.5 The objective of this outcome is that the site is a catalyst for change and development on this site needs to facilitate economic activity and engage with the streets, be open to the public and provide day time and early evening activities.
- 2.6 The quick wins include:
- 2.6.1 Complete required maintenance work.
 - 2.6.2 Activate the front glassed area.
 - 2.6.3 Release an Expression of Interest (EOI) seeking interest in the site from the market. Whilst the EOI will be based on the previous Len Beadell release, additional emphasis will be placed on seeking submissions that can demonstrate:
 - an understanding of the Salisbury City Centre and the current challenges and opportunities;
 - a genuine interest in investing in Salisbury over the long term;
 - strong alignment with the Salisbury City Centre Renewal Strategy;
 - the opportunity for undertaking development on other Council owned sites;
 - short term activation of the site.
 - 2.6.4 The release of the site via an EOI is consistent with Council’s earlier decision at its meeting on 28th October 2019.

- 2.6.5 The outcome of the EOI will be presented to Council for approval to progress with a preferred proponent should one be identified. The report to Council will be finalised and presented to Council after the Council Caretaker period.
- 2.6.6 This will ensure that the new Council will be responsible for any decision to progress to the next stage.

Outcome 2 – An environment that is clean, green, inviting and accessible to encourage activity for everyone

- 2.7 The objective is to provide high quality public realm that is an appealing destination of choice for locals and workers. It is well maintained, inviting, green and attractive and offers a variety of experiences.
- 2.8 The quick wins include:
 - 2.8.1 Deliver the Church/John Street revitalisation project including improved lighting, laneway activations and art outcomes.
 - 2.8.2 Review the current and future maintenance requirements for the streets.
 - 2.8.3 Request State Government support for community safety issues for the City Centre.
 - 2.8.4 Work with property owners and businesses to activate laneways and frontages.

Outcome 3 – A street that offers a commercial mix that attracts people to the street

- 2.9 The objective is to deliver a diverse and competitive mix by collaborating with key stakeholders.
- 2.10 The quick wins include:
 - 2.10.1 Engage with Salisbury Business Association to investigate opportunities to improve commercial mix.
 - 2.10.2 Deliver Shop Front Improvement Grants.

Outcome 4 – Spaces provide activities and experiences that attract visitation

- 2.11 The objective is to work collaboratively with businesses, community and key stakeholders to provide unique and fun experiences that surprise and delight all year round.
- 2.12 The quick wins include:
 - 2.12.1 Deliver the Events Activation Plan.
 - 2.12.2 Deliver public art outcomes as part of the revitalisation project.
 - 2.12.3 Work with businesses to support them in activating their shop fronts.

Outcome 5 – A Unique and identifiable brand for the City Centre that is known and trusted

- 2.13 The objective is to develop a destination brand for the City Centre that represents a welcoming and unique destination, where many cultures meet to provide authentic experiences.

- 2.14 The quick wins include:
 - 2.14.1 Support promotion of the Activation Strategy.
 - 2.14.2 Introduce the destination brand refresh for the City Centre.
- 2.15 To position the City Centre as a welcoming meeting place an identifiable marker suitable for a destination brand was required. The clock tower was the immediate choice as an iconic landmark that is visible from many vantage points across the City Centre. It has been in place since the 1970's and whilst being slightly upgraded over the years, the design has remained the same.
- 2.16 A simple and subtle refresh of the current brand includes the clock tower icon and can be seen in Attachment 1.

Outcome 6 – An active City Centre that attracts people day and night

- 2.17 The objective is to pursue development that delivers vibrant, high-quality mixed-use and residential use. Attract people to a day and night economy with new/enhanced buildings of high standard which incorporate sustainability and livability principles and enhances quality of life.
- 2.18 The quick wins include:
 - 2.18.1 Expand existing for land disposal/investment attraction to include opportunity for strategic sites in Church/John Streets.

3. CONCLUSION / PROPOSAL

- 3.1 To leverage the recent significant investment in the Salisbury City Centre and to initiate immediate action, quick wins which will have an immediate impact, or lay the foundation for the ongoing redevelopment of the City Centre have been identified to be actioned prior to 31 December 2022.
- 3.2 The working group will continue to work with key stakeholders to ensure the success of the delivery of the quick wins, short, medium- and long-term actions.
- 3.3 Updates will be provided to Council on an ongoing basis.

Church and John Streets Working Group

Presented by: Leandro Lopez-Digon and Sharee Klein

City of Salisbury



Church and John Streets Working Group



Vision

Church and John Streets are an appealing destination of choice for locals, visitors and workers. Known for its diversity it provides a variety of unique experiences through its retail mix, restaurants, businesses, art, activation and vibrancy. There's always something going on. Church and John Streets have a strong historical significance that created the vibrant heart of Salisbury.

Church and John Streets Working Group



10 Key Ingredients of Main Streets



1. High quality public realm and amenities

2. A diverse and competitive commercial mix with active frontages and attractive shopfronts

3. Public spaces/gathering spaces that encourage active and passive activity

4. Authentic marketable and identifiable destination branding on-street and online

5. Accessible and safe for all users, including pedestrians, cyclists and vehicles

6. Green, connected canopies, shaded and pleasant

7. People living close by, servicing and supported by the local population with a human scale density and a 'heart'

8. Celebration of the unique local and heritage character

9. Tailored events and activations that act as an anchor for visualisation by locals and external visitors

10. Connected stakeholders working collaboratively towards a common vision

Church and John Streets Working Group



Outcomes



1. Len Beadell is a corner stone for the revitalisation of John and Church Streets bringing new life and vitality to the street



3. A street that offers a commercial mix that attracts people to the street



5. A unique and identifiable brand for the City Centre that is known and trusted



2. An environment that is clean, green, inviting and accessible to encourage activity for everyone



4. Spaces provide activities and experiences that attract visitation



6. An active City Centre that attracts people day and night

Church and John Streets Working Group



OUTCOME 1



Len Beadell is a corner stone for the revitalisation of John and Church Streets bringing new life and vitality to the street

Objective

Len Beadell will be a catalyst for change, through adaptive re-use of the building. It will engage with the streets, be open to the public and provide day-time and early evening activities.

Principles

- Revitalisation
- Catalyst
- Adaptive
- Engaged
- Public
- Day/night

Quick Wins

- Complete any required maintenance works and maintain cleansing program of the building
- Activation of building's front glassed area – currently a "pop up" gallery
- Release EOI seeking interest for the Len Beadell site

QUICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



OUTCOME 2



An environment that is clean, green, inviting and accessible to encourage activity for everyone

Objective

To provide high quality public realm that is an appealing destination of choice for locals and workers. It is well-maintained, inviting, green and attractive and offers a variety of experiences.

Principles

- Accessible (pedestrians, cars and cyclists)
- Well-maintained
- Sustainable
- Inclusive
- Vibrant atmosphere

Quick Wins

- Successfully deliver Church/John St Revitalisation Project including improved lighting, laneway activations and art outcomes
- Review current and future maintenance requirements for the streets
- Request State Government's support for community safety issues for the City centre
- Work with property owners and businesses to activate laneways and frontages

QUICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



OUTCOME 3



A street that offers a commercial mix that attracts people to the street.

Objective

To deliver a diverse and competitive commercial mix by collaborating with key stakeholders.

Principles

- Collaboration
- Influence
- Diversity
- Sustainable
- High quality/unique
- Empowerment

Quick Wins

- Engage with Salisbury Business Association to investigate opportunities to improve commercial mix
- Deliver Shopfront Improvement Grants

QUICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



OUTCOME 4



Spaces provide activities and experiences that attract visitation

Principles

- Collaboration
- Sustainable
- Diversity
- Unique
- Empowerment
- Authentic

Objective

To work collaboratively with businesses, community and key stakeholders to provide unique and fun experiences that surprise and delight all year round.

Quick Wins

- Deliver the Events Activation Plan
- Deliver public art outcomes as part of the revitalisation project
- Work with businesses to support them in activating their shop fronts

QUICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



OUTCOME 5



A unique and identifiable brand for the City Centre that is known and trusted

Principles

- Collaborate
- Unique
- Influence
- Support, promote and build on our City Pride Agenda

Objective

Develop a destination brand for City Centre that represents a welcoming and unique destination, where many cultures meet to provide authentic experiences.

Quick Wins

- Support promotion of the Activation Strategy
- Introduce the destination brand refresh for the City Centre

QUICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



**Use consistent corporate image(s)
And language**

Our current City of Salisbury Value Proposition:

- Salisbury, a progressive, sustainable and connected community
- Recognised and trusted corporate logo/brand

Our vision for John/Church Streets' SCC Value Proposition

- The streets are the “anchors” for activity in the City Centre, the “high street” with a range of professional, retail & service providers
- The streets are a welcoming and unique destination, where many cultures meet to provide authentic retail and dining experiences (to the west) and professional services (to its east).

WICK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



What did we want for the City Centre to position it as a welcoming meeting place?

- An identifiable “marker” suitable for a destination brand
- The clock tower is an iconic landmark, visible from many angles within the City Centre
- When notionally thinking about “meeting places” within the City Centre, the clock tower is the obvious marker
- The clock tower has been here since the 1970’s, and whilst being slightly upgraded, its design will in the main, remain as seen today.

JACK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

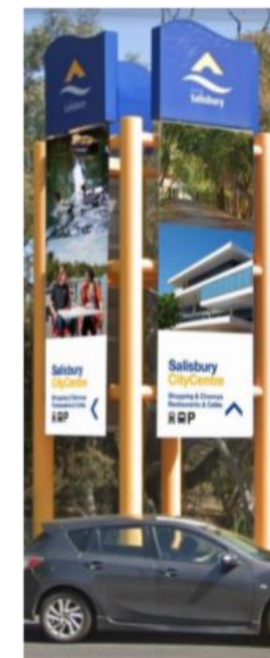
Church and John Streets Working Group



What we did:

We considered assets we already have, and have invested in heavily
i.e. Salisbury City Centre brand, Digital Gateway towers

With a **simple and subtle refresh** of the current brand, we have an opportunity to **re-invigorate a recognisable brand**, give it a nuanced influence which is **completely relevant to the John Street refurbishment**, and focus on **consistent branding across our various and future precincts**.



JACK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



The outcome – a very simple brand refresh:

Salisbury
City Centre

You're welcome

JACK WINS (current - Dec 2022)

SHORT TERM (Jan - Dec 2023)

MEDIUM TERM (Jan - Dec 2024)

LONG TERM (Jan 2025 +)

Church and John Streets Working Group



OUTCOME 6



An active City Centre that attracts people day and night

Objective

Actively pursue development that delivers vibrant, high-quality mixed-use and residential use. Attract people to a day and night economy with new/enhanced buildings of high standard which incorporate sustainability and liveability principles and enhances the quality of life.

Principles

- Collaboration
- Influence
- Diversity
- Sustainable
- High quality/unique
- Empowerment

Quick Wins

- Expand existing scope for land disposal/investment attraction to include opportunity for strategic sites in Church/John Streets



Church and John Streets Working Group



NEXT STEPS

- Deliver Quick Wins before end of 2022
- Continue working with key stakeholders to identify additional short, medium and long term actions
- Work towards delivering community and business-led outcomes for the streets

