



## **AGENDA**

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

**18 APRIL 2023 AT 6.30 PM**

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

#### **MEMBERS**

Cr S Reardon (Chairman)  
Mayor G Aldridge (ex officio)  
Cr L Brug  
Deputy Mayor, Cr C Buchanan  
Cr K Grenfell (Deputy Chairman)  
Cr M Mazzeo  
Cr S McKell

#### **REQUIRED 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

#### **APOLOGIES**

#### **LEAVE OF ABSENCE**

#### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Innovation and Business Development Committee Meeting held on 21 March 2023.

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## REPORTS

### *Administration*

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### *For Decision*

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### *For Information*

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## QUESTIONS ON NOTICE

*There are no Questions on Notice.*

## MOTIONS ON NOTICE

*There are no Motions on Notice.*

## OTHER BUSINESS

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

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## ORDERS TO EXCLUDE THE PUBLIC

### 6.4.1 Recommendations of the Confidential Salisbury Living Sub Committee meeting held on Tuesday 11 April 2023

#### 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)(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 Salisbury Living Sub Committee meeting held on Tuesday 11 April 2023** 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.*

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

**21 MARCH 2023**

**MEMBERS PRESENT**

Mayor G Aldridge (ex officio)  
Cr L Brug (*via Teams VC*)  
Deputy Mayor, Cr C Buchanan  
Cr K Grenfell (Deputy Chairman)  
Cr S McKell  
Cr S Reardon (*via Teams VC*)

**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 Development, Ms M English  
Manager Governance, Mr R Deco  
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.27 pm.

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

**APOLOGIES**

An apology was received from Cr M Mazzeo (Chairman).

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Mayor G Aldridge  
Seconded Cr L Brug

The Minutes of the Innovation and Business Development Committee Meeting held on 21 February 2023, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

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

Moved Mayor G Aldridge  
Seconded Cr S McKell

That Council:

1. Notes the report.

**CARRIED**  
UNANIMOUSLY

### *For Decision*

#### **6.1.1 Shopfront Improvement Grant Application Review**

Moved Cr C Buchanan  
Seconded Mayor G Aldridge

That Council:

1. Notes the Shopfront Improvement Grant Guidelines presented in Attachment 1 (21 March 2023 Innovation and Business Development Committee, Item 6.1.3), as approved by Council on 22 August 2022.
2. Approves the allocation of funding from the Shopfront Improvement Grant to the Salisbury Optometrist to the value of \$10,000 following its successful application to assist with the building and landscape repairs as detailed in the report (21 March 2023 Innovation and Business Development Committee, Item 6.1.3).
3. Authorises the Chief Executive Officer to allocate a Shopfront Improvement Grant and enter into an agreement with the eligible successful grant applicant.
4. Authorises the Chief Executive Officer or delegate to approve the allocation of the remaining funds to applicants that are successful after their application is reviewed against the criteria and accepted by the Evaluation Panel, until all the available budget is allocated.

**CARRIED**  
UNANIMOUSLY

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**6.1.2 Recommendations of the Salisbury Living Sub Committee meeting held on Tuesday 14 March 2023**

Moved Mayor G Aldridge  
Seconded Cr S McKell

The information contained in the Salisbury Living Sub Committee of the meeting held on 14 March 2023 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

**6.1.2-SLSCC1 Future Reports for the Salisbury Living Sub Committee**

Moved Mayor G Aldridge  
Seconded Cr S McKell

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

### 6.4.1 Recommendations of the Confidential Salisbury Living Sub Committee Meeting held on Tuesday 14 March 2023

Moved Mayor G Aldridge  
Seconded Cr S McKell

1. *Pursuant to section 90(2) and 90(3)(b) of the local Government Act 1999 the Innovation and Business Development Committee orders that the public be excluded from attendance at the part of this meeting relating to Agenda Item 6.4.1 – Recommendations of the Confidential Salisbury Living Sub Committee Meeting held on Tuesday 14 March 2023, except staff of the City of Salisbury on duty in attendance (Chief Executive Officer, General Manager Business Excellence, General Manager City Development, General Manager Community Development, Manager Governance, Governance Support Officer).*

*To enable the Committee to consider Item 6.4.1 – Recommendations of the Confidential Salisbury Living Sub Committee Meeting held on Tuesday 14 March 2023 in confidence on the basis that the Committee considers it necessary and appropriate to act in a meeting closed to the public (except those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item 6.4.1 – Recommendations of the Confidential Salisbury Living Sub Committee Meeting held on Tuesday 14 March 2023.*

*- 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*

*- which would, on balance, be contrary to the public interest.*

*the information to be considered in relation to this Agenda item includes detailed costings and financial information, the disclosure of which would prejudice the Council's commercial position as public disclosure may provide third parties with a commercial advantage.*

2. *The disclosure of this information would, on balance, be contrary to the public interest because the public interest in the Council preserving its commercial position and negotiating position to conduct business and obtaining best value for money for its community would be compromised by the disclosure of the information.*

- 
3. *Accordingly, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or matter confidential.*

**CARRIED**  
UNANIMOUSLY

The meeting moved into confidence at 7.35 pm.

The meeting moved out of confidence and closed at 7.42 pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	6.0.1  <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	18 April 2023
<b>HEADING</b>	Future Reports for the Innovation and Business Development Committee
<b>AUTHOR</b>	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	<b>Community Hubs Management Model and Community Centre's Collaboration Agreement Review</b>	Chandler Giles
6.1.1	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.	
<b>Due:</b>	June 2023	

### 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>	18 April 2023		
<b>PREV REFS</b>	Works and Services Committee	2.9.2	21/10/2019
	Works and Services Committee	2.6.2	21/09/2020
	SPDSC	SPDSC2	09/05/2022
	SPDSC	SPDSC2	08/11/2021
	Innovation and Business Development Committee	6.2.2	18/10/2022
<b>HEADING</b>	City Centre Revitalisation Project Update		
<b>AUTHOR</b>	Manager Community Participation & Partnerships, Community Development		
<b>CITY PLAN LINKS</b>	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 3.3 Our infrastructure supports investment and business activity		
<b>SUMMARY</b>	This report provides an update on the City Centre Revitalisation Working Group and provides an update of the work to date, including the Group's identified focus in 2023.		

**RECOMMENDATION**That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. CEO Briefing Presentation 4 October 2022

**1. BACKGROUND**

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

- 1.1.1 Community Hub
- 1.1.2 Salisbury Aquatic Centre
- 1.1.3 Church/John Street revitalisation project
- 1.1.4 Salisbury Oval Precinct

- 1.2 The Church/John Street Working Group was established in May 2022 to identify activation opportunities and to leverage the current investment to revitalise Church and John Streets.
- 1.3 The Working Group assessed Church/John Streets against the “Ten Ingredients of Main Streets” and from this analysis, six key outcomes were identified (See attachment).
- 1.4 A report detailing the six outcomes for the revitalisation of Church and John Street was presented to the Innovation and Business Development Committee (Item 6.2.2, IBDC, 18/10/2022).

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

- 2.1 Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council Sites.

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 City of Salisbury Executive Team
  - 3.1.2 Manager City Shaping
  - 3.1.3 Manager Strategic Development Projects
  - 3.1.4 Manager Community Participation and Partnerships
  - 3.1.5 Manager Community Experience and Relationships
- 3.2 External
  - 3.2.1 Salisbury Business Association
  - 3.2.2 Local businesses and land owners

## **4. REPORT**

- 4.1 Since October 2022, a range of Council projects and ‘quick wins’ have been delivered that align directly to the Salisbury City Centre Renewal Strategy and the six identified outcomes including;
  - 4.1.1 Salisbury City Centre Expression of Interest (Outcome 1 and 6)
  - 4.1.2 Church and John Streets Revitalisation (Outcome 2 and 4)
  - 4.1.3 Activations and Events Plan (Outcome 4)
  - 4.1.4 Laneways (Outcome 2 and 4)
  - 4.1.5 City Centre Brand and General City Centre Promotions (Outcome 5)
  - 4.1.6 Dedicated Field Services team based in the City Centre (Outcome 2)
- 4.2 Currently limited work has been undertaken that aligns with Outcome 3 “*A street that offers a diverse and competitive mix and attracts people to the street*” and as such, this is the proposed focus for the group.
- 4.3 Together with this and in recognition of the broader precinct, the group will also be broadening its remit to consist of the City Centre rather than the previous Church/John Streets focus.

- 4.4 This identified work will be undertaken utilising existing resources and will seek to facilitate improved relationships and communications with the business community, as well as improved connection and collaboration among the City Centre business community.
- 4.5 The working group intends to continue to work alongside the Salisbury Business Association on the development of the engagement plan and will include a range of methods to ensure property owners, real estate agents, and businesses are fully engaged and are encouraged to provide their feedback.
- 4.6 Elected Members will be informed and have the opportunity to participate in the engagement sessions once further details have been finalised.

## **5. CONCLUSION / PROPOSAL**

- 5.1 Since 2011, the Salisbury City Centre has undergone an exciting renewal program transforming into a vibrant and modern precinct including the delivery of a range of key projects.
- 5.2 An internal working group has been providing oversight to the organisation and their focus in 2023 will be to deliver a business engagement plan alongside the Salisbury Business Association.
- 5.3 Updates will be provided to Council on an ongoing basis.

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# 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 +)

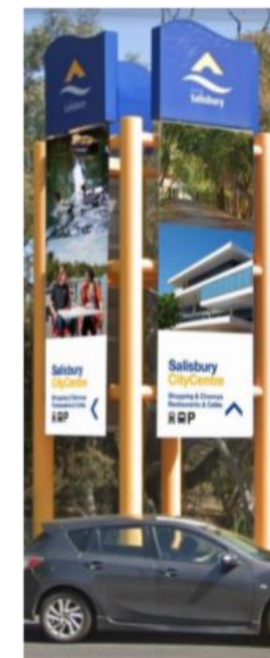
# Church and John Streets Working Group



## 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

**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



### 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



<b>ITEM</b>	6.1.2
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	18 April 2023
<b>PREV REFS</b>	Innovation and Business Development Committee 6.1.1 18/10/2022
<b>HEADING</b>	Digital Strategy - Community Communication Framework
<b>AUTHOR</b>	Manager Enabling Technology, Business Excellence
<b>CITY PLAN LINKS</b>	1.3 People are valued and they feel safe, included and connected 4.1 Members of our community receive an exceptional experience when interacting with Council 4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This report seeks consideration of a draft Communication and Engagement Framework to engage and inform the community on the Digital Strategy 2027 principles and priorities, and potential projects and initiatives.

## RECOMMENDATION

### That Council:

1. Approves the proposed approach to communicate the Council activities on the use of technology to support delivery of enhanced Council services to the community, as outlined in this report (Item No. 6.1.2, Innovation and Business Development Committee, 18 April 2023).

## ATTACHMENTS

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

1. Digital Salisbury 2027 - Strategy on a page
2. Draft Frequently Asked Questions (FAQ)

## 1. BACKGROUND

- 1.1 At its meeting held on 31 January 2023, it was resolved that Council:

*“Requests the Administration to develop a community communication plan for Council consideration to explain the extent and application of Smart City Technology across the City of Salisbury council area, in recognition that recent material posted on social media and has been letterboxed to residents’ homes, may be regarded as misleading or incorrect.”*

*Resolution Number 0088/2023*

- 1.2 The Innovation and Business Development section of the City Plan 2035 contains the following Future Planning Critical Action (0-5 years):

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

## 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 Improve how we use data to better inform decision making

## 3. CONSULTATION / COMMUNICATION

- 3.1 External
  - 3.1.1 Stakeholders with experience in community communication planning and implementation for technology projects in the public sector.

## 4. REPORT

- 4.1 Digital Strategy 2027
  - 4.1.1 Following adoption by Council of the principles and priorities in the Digital Strategy 2027 Strategy-on-a-page (Attachment 1) at the Council meeting on 24 October 2022 (Resolution 1521/2022), the administration has considered the approach to the documents required to support the delivery of the Digital Salisbury 2027 Strategy on a page.
  - 4.1.2 The Digital Strategy, which sits below the City Plan 2035 and alongside other City of Salisbury strategies, will serve as a reference for initiatives that will both deliver against the technology-related critical actions in the City Plan 2035, and serve as technology enablers for the delivery of other critical actions in the City Plan 2035.
  - 4.1.3 The Digital Strategy will be the high-level enabler for the use of technology to provide exceptional community experience, deliver quality outcomes, and make the organisation a great place to work.
  - 4.1.4 The Digital Salisbury 2027 Strategy and Framework is expected to be informed by the proposed Communication Plan as noted at Section 4.3
- 4.2 Current Community Perceptions
  - 4.2.1 Initial work in developing the communication approach has focussed on reviewing media reports, social media posts and assessing the current state of information in the lead up to and following the Council meeting on 31 January 2023.
  - 4.2.2 For example, analysis of the 121 users on social media either posting, commenting or responding to digital technology related content concluded:
    - 39 per cent were perceived to be concerned about digital technology
    - 61 per cent were perceived to be in favour of the use of digital technology, or condemned or corrected information

- 4.2.3 Information from media reports and social media posts and demographic information about the City of Salisbury, was used to develop a current state issues assessment, including strengths, challenges, and key issues of the use of digital technology.
- 4.2.4 The analysis phase of the work coupled with priorities and principles of the Digital Salisbury 2027 strategy-on-a-page approved by Council on 24 October 2022 and the preliminary work to consider the Digital Salisbury 2027 Strategy and Framework were used to identify the high-level deliverables required from the community communication framework.
- 4.3 Proposed Community Communication Framework
- 4.3.1 Key deliverables are
- Development of a Frequently Asked Questions (FAQ) fact sheet – a draft can be found in Attachment 2.
  - Sharing of the Digital Strategy 2027 principles and objectives via Council media channels and hard copy information at key community locations
  - An article in a future edition of Salisbury Aware
  - An ability for members of the City of Salisbury community to provide feedback
- 4.3.2 An action schedule, as part of the community communication framework, will set out a series of activities over the next six months focussed on increasing awareness of Council activities related to the use of technology and the benefits arising from this use.
- 4.3.3 The aim is to inform the community, while also providing the community an opportunity to provide feedback, in particular on the Digital Strategy 2027 key principles and objectives so that the feedback can be used to inform the further development of the initiatives supporting the strategy.
- 4.3.4 The aim of the community communication framework is not to specifically target the misinformation currently being circulated, rather it is providing material that will inform the community, and allow the community to make an informed decision on the use of technology in enhancing Council services.
- 4.3.5 The FAQ will cover matters including:
- The current use of technology by Council and why it is used
  - The benefits arising from the use of the technology, i.e. enhanced services and/or more efficient delivery of Council services
  - Possible future use of technology that Council may consider but has yet to formalise a position on
  - How Council funds the use of technology through the budget process

## **5. CONCLUSION / PROPOSAL**

### **5.1 Digital Strategy**

5.1.1 Following approval by Council on 24 October 2022 of the Digital Salisbury 2027 principles and priorities, the administration has commenced work on the development of a draft Digital Salisbury 2027 Strategy and Framework in response to 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

### **5.2 Communication and Engagement Framework**

5.2.1 Media reports, social media posts and other information leading up to and following the Council meeting on 31 January 2023 were reviewed and analysed.

5.2.2 The high-level scope for a communication engagement framework has been developed based on the analysis of the recent media reports and social media posts ahead of and following the Council meeting on 31 January 2023, and the approved principles and priorities in Digital Salisbury 2027 strategy-on-a-page.

5.2.3 Further work will be done to develop a detailed Communication and Engagement Framework focussing on awareness of Council activities related to the use of technology to support delivery of services to the community, and inform the development of the Digital Salisbury 2027 Strategy and Framework.





**Q Where can I find information on Council's Smart City Strategy?**

A Council does not have a Smart City Strategy.

One of the critical actions in the City Plan 2035 (page 23, and available on the City of Salisbury website ([add link](#))) is the development of a digital strategy and framework to implement technology-based initiatives to improve the management of the City.

At its meeting on 24 October 2022, Council approved the principles and priorities for the digital strategy ([add link](#))

**Q What is a Smart City / Community?**

A There is no single or agreed meaning of what a SMART City or Community is, however, Council supports the following definition from the Australian Smart Communities Association:

"A smart community is one that uses information technology, innovation and data to be more efficient, solve problems, and create new opportunities for people, businesses, and organisations. A smart community enables improved service delivery, economic development, and liveability with a reduced environmental footprint."

**Q What are some examples of use of technology/digital solutions?**

- A
- Public Wi-Fi networks
  - Digital way-finding kiosks
  - Smart Parking sensors and applications
  - Digital signage
  - Public art enhanced by Augmented Reality
  - Air quality monitoring sensors
  - Smart water irrigation systems for parks
  - Smart Public Lighting
  - Smart public barbeque maintenance

**Q What are some examples of Council uses of smart technology?**

Free public Wi-Fi is available in a number of Council facilities, for example the Salisbury Community Hub, and the Burton Community Hub.

There are digital signage solutions at various locations around the City, for example the corner of Main North Road and Park Terrace.

Council has automated water irrigation systems at sporting clubs and many parks, including Carisbrooke Park, Salisbury and Mobara Park, Mawson Lakes

**Q Does Council use facial recognition on its CCTV cameras?**

A No.

Further, at its meeting on 31 January 2023, Council confirmed “...CCTV cameras (all operating without facial recognition)...is to help manage occurrences such as graffiti, hoon driving and illegal dumping in the local community”

**Q How much has Council spent on technology?**

- A Council identifies any new technology spending in its Annual Plan and Budget which is consulted with the community annually. In some instances, the technology component may be part of a larger project, for example the provision of Wi-Fi and IT infrastructure as part of a building upgrade so may not be separately identifiable.

In the draft 2023/24 Council is considering a total IT spend of \$919,000 made up of:

- Integrated monitoring of water quality to improve the quality of water in its waterways - \$50,000
- Renewal of existing IT infrastructure - \$600,000, for example, replacing computers, screens, and servers
- Expansion of improved Wi-Fi connections for use by the community at various community centres - \$101,000
- Replacement of the system used to support care to community members - \$66,000
- Upgrade of Library IT Kiosk infrastructure - \$102,000

**Q How does Council decide on how much to spend on Smart technology?**

- A How much money Council spends on services is managed as part of the annual budget setting process, which is overseen by Council.

Decisions relating to the use of, and investment, in Smart technology solutions is considered as part of the same budgeting process.

**Q Does Council expect there will be cost savings based on the use of Smart technology?**

- A Based on Council’s experience operating free public Wi-Fi solutions, and digital displays there are costs associated with the provision and maintenance of technology equipment.

Based on Council’s experience with technology solutions such as automated water irrigation, while there are also ongoing costs for the maintenance of the technology equipment, the benefits relate to staff being able to access data from a device rather than travelling to site, which enhances service delivery and in many instances reduces costs of delivering that service.

<b>ITEM</b>	6.1.3  <b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>DATE</b>	18 April 2023
<b>HEADING</b>	Community Bus Service
<b>AUTHOR</b>	Senior Social Planner – Reconciliation & Community Transport, Community Development
<b>CITY PLAN LINKS</b>	3.4 Our urban growth is well planned and our centres are active 4.4 We plan effectively to address community needs and identify new opportunities 4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	The community bus continues to be a valuable service for people wanting to travel to the western suburbs of the City. A review has been undertaken to determine a preferred model to provide free community transport to the western suburbs.

**RECOMMENDATION**That Council:

1. Notes:
  - a. The establishment of an ongoing bus service, will cost up to a maximum value of \$300,000 per annum, on a new route that maximises use of South Australian Government public transport network bus stops, through an external procurement process.
  - b. The creation of up to three new bus stops at St Kilda, Highway One and Globe Derby Park will cost up to \$480,000 (excluding road indentation if required) and an estimated \$4,800 p.a. operating cost.
  - c. A communication and promotion plan will need to be established at an estimated cost of \$5,000.
  - d. Council will undertake a procurement process in the open market to source a suitable bus provider.
2. Notes the attached Community Bus Budget Bid TRN001143 (Attachment 3) for inclusion and consideration as part of the 2023/24 budget process.
3. Approves:
  - a. The extension of the existing service up to 31 December 2023 to enable time to implement the revised service should this be included in the 2023/24 budget.
  - b. Writing to the South Australian Government seeking:
    - i. Approval to utilise their public transport network bus stops to support a proposed new community bus route.
    - ii. Funding for upgrades for proposed new bus stops.

**ATTACHMENTS**

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

1. Bus Utilisation
2. Proposed Bus Route

**1. BACKGROUND**

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

1. *That the information contained in this report be noted.*
2. *That Council endorse a 6-month trial of a Fixed Route Community bus service linking the greater Salisbury area to the suburbs west side of Pt Wakefield Road during the 2021/2022 daylight savings period - 3 October 2021 to 3 April 2022, and that a corresponding New Initiative Bid be developed by staff for consideration in the 2021/22 budget.*
3. *That the service be a fully funded council-provided service operating 3 times per day on 3 days per week.*
4. *That the Route of the Community bus service incorporate;*
  - *The Salisbury Hub*
  - *Hollywood Plaza*
  - *Globe Derby Park*
  - *Bolivar (Highway One Caravan Park/Truck stop)*
  - *Paralowie Village Shop Shopping Centre*
  - *Springbank Plaza*
  - *St Kilda Tram Museum*
  - *St Kilda Playground*
5. *That Council promote the trial through social media, print media and use of the Hub tele-screen.*
6. *That a report be brought back at the conclusion of the trial, analysing the success or otherwise of the trial, including;*
  - *the uptake of the service overall*
  - *which stops are used the most/least*
  - *Customer and staff feedback.*

*(Resolution Number: 0710/2020)*



1.2 An implementation update of the trial was reported to Council on 20 December 2021, and it was resolved that Council:

1. *Notes that passenger numbers in the Community Bus Trial are steadily increasing and that Salisbury City Centre (Parabanks bus stop), St Kilda; and Highway One Caravan Park are the most popular bus stops.*
2. *Request that the administration introduce the additional bus stops, subject to confirmation from the bus company, for the remainder of the trial, effective immediately at:*
  - *Martins Road adjacent to the bike track*
  - *Bolivar Road near dog park*
  - *St Kilda near the roundabout*
3. *Staff provides a further information report to Council on cost implications of introducing a Sunday service for the remainder of the trial.*
4. *Approves that a non-discretionary bid of \$42,000 is considered through the second quarter budget review process to cover the cost of increased passenger capacity and disability access for the Community Bus Trial as expressed by Council.*

*(Resolution Number: 1198/2021)*

1.3 A Further Information report was also provided to Council's 20 December 2021 meeting, and it was resolved that Council:

1. *Incorporates additional bus stops at Martins Road and Bolivar Road into the Community Bus Trial from 31 January 2022 or sooner.*
2. *Incorporates an additional Sunday community bus service into the Community Bus Trial commencing 2 January 2022.*
3. *Approves a further non-discretionary bid of \$19,158 through the second quarter budget review process to cover the cost of providing additional services on Sundays for the remainder of the Community Bus Trial.*  
*(Resolution Number 1199/2021)*

1.4 An implementation update of the trial was reported to Council on 22 March 2022, and it was resolved that Council:

1. *Notes that passenger numbers in the Community Bus Trial have continued to increase to an average of 90 passengers per week.*
2. *Approves the continued provision of the Community Bus service until July 2022 pending the preparation of an evaluation report on the Community Bus Trial.*
3. *Approves that a non-discretionary bid of \$53,000 is considered through the Third Quarter Budget Review process to extend the Community Bus service for a further 3 months.*

*(Resolution Number 1237/2022)*

1.5 A Community Bus Evaluation Report was reported to Council on 27 June 2022, and it was resolved 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.*
4. *Council further considers the matter following receipt of the State Government's response as per Recommendation 3 of this report.*

*(Resolution Number 1385/2022)*

1.6 At its meeting on 31 January 2023, Council resolved (0109/2023):

1. *Notes the success of the community bus trial and commits to an ongoing fully funded Council provided community bus service to be considered as part of the 2023/24 budget process.*
2. *Approves the continuation of the existing community bus program until 30 June 2023 with funding provided by a non-discretionary review bid of \$105,000.*
3. *Requests the administration to undertake community consultation and receive customer feedback on how Council can improve the community bus service and report back in April 2023.*
4. *Continues to lobby the State Government to provide public transport for St Kilda and Globe Derby Park.*

1.7 The Community Bus has been operating since Sunday 3 October 2021 along a fixed route between Parabanks and St Kilda. It currently runs on Tuesday, Thursday, Saturday and Sunday.

1.8 Council recently wrote to the South Australian Government seeking support for a ongoing service. The South Australian Government have responded and advised that they will not be providing support.

## 2. CONSULTATION / COMMUNICATION

External

2.1 City of Port Adelaide Enfield

2.2 City of Unley

2.3 Department for Infrastructure and Transport

### 3. REPORT

- 3.1 Since commencement of the Community Bus (at February 2023) the service has:
- 3.1.1 Provided 8,985 passenger trips at a total cost of \$304,774. This equates to an average of 140 passengers per week at a cost of \$33.92 per passenger trip.
  - 3.1.2 Averaged 561 passenger trips per month.
  - 3.1.3 The most utilised bus stops include Parabanks, Hollywood Plaza, Highway One (Caravan Park) and St Kilda.
  - 3.1.4 Days and times of operation have remained relatively steady in popularity, with a negligible margin of difference between the most and least popular.

#### *Community Feedback*

- 3.2 In February 2023, a community engagement process was undertaken to understand how the community bus was being utilised and whether its current model was meeting the community's needs. 99 responses were received. An analysis of the survey is included in an evaluation of the community bus which is included as Attachment 1.
- 3.3 Of the surveyed participants, feedback revealed:
- 3.3.1 Users reported being happy with all facets of the service.
  - 3.3.2 90% of users were from the City of Salisbury.
  - 3.3.3 43% of responders were aged over 61 years, followed by 18% aged 51 to 60 years of age.
  - 3.3.4 Primary uses were for shopping trips and to connect with other people/users.
  - 3.3.5 Over a third of responders travelled once or more a week.
  - 3.3.6 Desired destinations included community centres, hospitals and swimming centres. This is a consistent response with previous community consultations.

#### *Changes in Legislative Requirements*

- 3.4 The Disability Discrimination Act 1992 (DDA) required all of Australia's public transport networks and associated infrastructure to be fully accessible by the end of 2022 (with the exception of trains and trams, which have until the end of 2032).



3.5 An accessible and compliant transport network should consider:

- Symbols
- Signs
- Alarms
- Lighting
- Hearing augmentation
- Access paths
- Manoeuvring areas
- Passing areas
- Ramps
- Doorways and doors
- Lifts
- Stairs
- Toilets
- Tactile ground surface indicators
- Controls
- Surfaces
- Handrails and grabrails

3.6 Currently, only Springbank Plaza and Kingswood Dog Park (partially) bus stops comply with these standards, however across the network further consideration should be given to accessibility and Council's legislative requirements.

3.7 Utilisation of the current bus route will require Council to either upgrade or build new bus stops.

3.8 Most of the existing ten bus stops utilised by the community bus have no infrastructure. Two bus stops are existing South Australian Government bus stops. Hence, formalising the existing bus route would require at least 8 new bus stops at a potential cost of approximately \$960,000 (including any required road indentations if required), plus additional costs to bring the existing South Australian Government bus stops to standard and any associated drainage works.

Any new bus stops built will also require an annual maintenance budget of approximately \$1,200 p.a. per bus stop. This includes aspects such as:

- Wear and tear
- Vandalism
- Rubbish bin management (if installed).

*Alternate Community Transport Options*

3.9 A range of alternate models were considered as a long-term solution for improving the community's access to public transport in the western suburbs of the City. These include:

**On-Demand Taxi Service**

This option explored the utilisation of a commercial taxi company that would enable personalised service encompassing pick-up location, destination, time of travel and vehicle requirements (e.g. accessible vehicle).

In assessing this option, the following assumptions were made:

- The estimated maximum likely cost of trip would be approximately \$30 (representing a one-way trip between Parabanks and St Kilda).
- The current demand is retained at 7,678 passenger trips p.a. (based on the 2022 community bus usage).
- The administration of the voucher program mirrors the current administration required to deliver a similar service as part of the Commonwealth Home Support Program.

This presents an approximate cost of \$39 per passenger trip.

Importantly, the nature of this service is likely to attract a significantly different demand profile. It's likely that this will create a range of additional challenges such as minimising the access of existing users (i.e. the community bus services a volume of frequent repeat users) as well as escalate demand beyond the services budget capacity.

### **Taxi/Community Bus Hybrid**

This option combines utilisation of the four Council owned 8-seater busses on Saturday and Sundays (they are currently only used weekdays for the Home Assist Program) with a taxi voucher program to supplement travel taken weekdays.

Adopting the aforementioned assumptions for the voucher program, this option also needs to consider wages associated with bus drivers and potential escalation in costs associated with the ownership of busses.

In 2022 weekend demand for the community bus equated to 3,682 passengers per annum (excluding weekday usage). This equates to a per passenger trip cost of approximately \$37.50.

The use of the taxi program during the week would cost \$38 per passenger trip.

- 3.10 Given the significantly higher costs and administrative challenges associated with these models, they are not recommended.

### *Preferred Options*

- 3.11 The fixed route community bus model appears to offer the greatest value.
- 3.12 However, the significant capital costs associated with continuing to deliver the community bus in its current form compared with utilisation make this unattractive.
- 3.13 Achieving a similar service which reduces the capital cost can be achieved by changing the bus route to maximise the utilisation of existing South Australian Government bus stops. A new proposed route is illustrated in Attachment 2.
- 3.14 This model would reduce the capital requirements associated with achieving DDA compliance by utilising 6 existing South Australian Government bus stops. This would be subject to South Australian Government approval.

- 3.15 Three new bus stops would be required to be built at an estimated cost of \$480,000 (excluding any drainage works) and an annual operational cost of up to \$4,800.
- 3.16 The below table illustrates the proposed changes to bus stops in comparison to existing bus stops.

Existing Bus Stop Location	New Bus Stop Location	New	Existing
Parabanks (Woolworths Loading Zone)	Salisbury City Centre, bus stop 50F John Street, Salisbury (Close proximity 300m)		X
Hollywood Plaza Shopping Centre (Jive Café)	Winzor Street, Salisbury Downs (Close proximity 300m)		X
Martins Road (adjacent to bike track)	Kings Road, Parafield Gardens (Close proximity 400m)		X
Globe Derby Park (SA Harness Racing)	Daniel Avenue, Globe Derby Park (Medium proximity 800m)	X	
Highway One Tourist Park, Bolivar (Front Entrance) (Note: bus stop is on private land – new bus stop to be moved to public land)	Port Wakefield Road, Bolivar (very close proximity 77m)	X	
Paralowie Village Shopping Centre (Liberator Drive)	Bolivar Road, Paralowie (very close proximity 280m)		X
Kingswood Dog Park	Taken out due to low passenger numbers and would be serviced by bus stops at Paralowie Village Shopping Centre and Springbank Shopping Centre		X
Springbank Shopping Centre	No change		X
St Kilda Playground	St Kilda boat ramp car park.	X	

- 3.17 Whilst the existing South Australian bus stops will still require upgrading to meet DDA requirements, this reflects an existing cost to Council and will be managed as part of the Cities broader approach to ownership of bus stops.

- 3.18 Utilisation of the South Australian Government bus stops will reduce Council's flexibility on the times the bus can operate. This is due to the programming of South Australian Government's public transport service and their use of the bus stops. A review of this programming suggests that the community bus could continue to operate Tuesday, Thursday, Saturday and Sunday at approximately 9am, 12am and 3pm. This is largely consistent with the existing service offering.
- 3.19 As this route is similar to the existing community model, it's considered the market cost of delivering this service would largely mirror the cost associated with delivering the current service. The current cost is \$271,000 p.a. however this reflects a procurement undertaken in mid-2021 and it's reasonable to expect some escalation.
- 3.20 The cost of service is in part associated with the number of days of operation. A cheaper solution could be realised with a service that operates at a reduced number of days. Consideration of this option would need to include passenger's accessibility and purpose for use, which would fundamentally need to balance recreation, aligning with weekend travel, with access to services in line with weekday travel. For example, a two-day service that operated once during the week and once on the weekend, will continue to support this diversity of access across the western suburbs for a reduced cost. Whilst this change would be a reduction in service provision in comparison with the existing service, it is considered that many of the users would shift their behaviours in accordance with the service provision.
- 3.21 Whilst it would be subject to market testing, the cost of a two-day service could be expected to reduce the operating cost by at least 30%, equating approximately \$75,000 p.a. (excluding the fuel levy).
- 3.22 An alternate option is to convert the community bus into an express bus. Whilst this significantly reduces the access of the transport options, it better responds to some users' feedback associated with the time gap between being able to catch a return bus from a particular destination e.g. there is a 3 hour wait before a return transport option is available.
- 3.23 This model would travel between the City centre and St Kilda and include a single stop at Highway one. Consequently, it reduces the requirement for new bus stops to two at an estimated cost of \$240,000 (excluding any drainage works if required) plus \$2,400 annual maintenance costs.
- 3.24 As there is only a single South Australian Government bus stop utilised in this model, Council would likely have much greater programming opportunity which does not interfere with the South Australian Government's passenger transport service. The proposed route is outlined in Attachment 2, noting the return trip slightly deviates from the originating trip to accommodate transport corridors.
- 3.25 Assuming this model would operate a similar number of times/days to the existing service, it is assumed that the operational cost would mirror that of the proposed new fixed route service.
- 3.26 Proceeding with any of these options will require lead time to implement a procurement process, achieve South Australian Government approval and deliver associated capital works. Consequently, it is recommended that the existing service, in its current form, be extended on a monthly basis up until the end of 2023 or until the pre-requirements for a new ongoing service are ready.

- 3.27 Any change to the bus service will require sufficient promotion. A budget of approximately \$5,000 would be required to communicate the change and deliver new timetables and route maps.
- 3.28 Once a bus route is determined and a service provider sourced there will be no opportunity for changes to the route or days of service without incurring significant additional cost to Council. It is not recommended that this bespoke service for the Western Suburbs be replicated across the City, nor expanded.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The Salisbury Community Bus Service provides an important community transport service to the Cities western suburbs.
- 4.2 New legislation requiring all public transport infrastructure to be DDA compliant creates a significant capital cost for the community bus in its current form.
- 4.3 An alternate route is proposed that minimises this by utilising a number of South Australian Government bus stops.
- 4.4 In addition to operating costs, this model would require the establishment of up to three new bus stops at an estimated cost of \$480,000 (excluding any required drainage works) and an annual operating cost of up to \$4,800. A supporting communications strategy would also be required which is estimated to cost \$5,000.



# SALISBURY COMMUNITY BUS EVALUATION REPORT FEBRUARY 2023



Sport, Recreation and Community Planning  
CITY OF SALISBURY

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### Salisbury Community Bus Initiative

The community bus pilot was implemented to address the gap in public transport to the west of the city. Public transport is essential to ensure that people are able to access needed services, connect with each other and the broader community. Additionally, the use of public transport has a number of positive public health outcomes including increased incidental physical activity. Effectively, enabling people to mobilise, adds to the richness, value and desirability of our communities. There is an evident gap of state provided public transport in the western part of the city. The current public transport gap can be seen in figure 1.

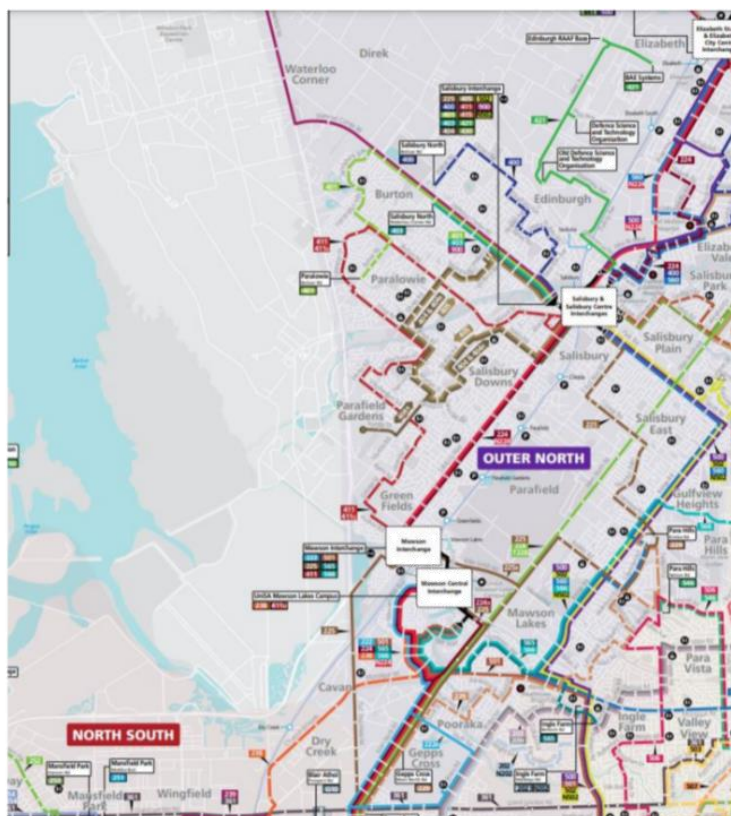


Figure 1. State provided public transport map (Adelaide Metro 2021)

Currently the Salisbury Community Bus services the large transport gap evident in the west of the city, with the intention of connecting the transport barren west with the amenities and facilities located at the heart of the city. The current Salisbury Community bus route can be seen in figure 2.





Figure 2. Salisbury Community Bus route

Effectively, the community bus provides a public transport solution to approximately 8,500 people<sup>1</sup> (6% of the City of Salisbury community), who don't have state provided public transport directly in their area.

#### Background

Previous Council reports requested that 'a report be brought back at the conclusion of the trial, analysing the success or otherwise of the trial', with analysis to include:

1. the uptake of the service overall
2. which stops are used the most/least
3. Customer and staff feedback

This evaluation report provides information as to the performance of the Salisbury Community Bus over the pilot period of 16 months (October 2021 to January 2023). This report was created using data provided by contractor Des's Minibus, who captured arrival and departure data on each trip. This particular data set is limited and should be used as a guide only, some of the limitations include: missing, incorrect, inconsistencies or duplicated data sets.

Additional data has been used to support this information and is largely in the form of community feedback, provided through ad hoc means as well as formal surveys, which were provided through social media, Councils website and hard copy feedback forms provided on the buses. Formal surveys were offered twice throughout the course of the pilot, firstly in December 2021 (for an open period) and in February 2023 for 2 weeks.

<sup>1</sup> Number of residents in the western suburbs of the city (Burton- Non-Urban West) (Profile ID 2021).

### Community Bus Program Performance Oct 2021-Jan 2023

The following information is an analysis of the bus passenger data recorded by Des's Minibus drivers and will analyse overall uptake and the popularity of sites within the bus loop.

#### 1. Overall Uptake

Over the course of 16 months the community bus provided 8985 trips to the community. The below graph illustrates trips per month and shows that numbers have remained relatively stable after initial implementation, but have peaked in the mid part of 2022.

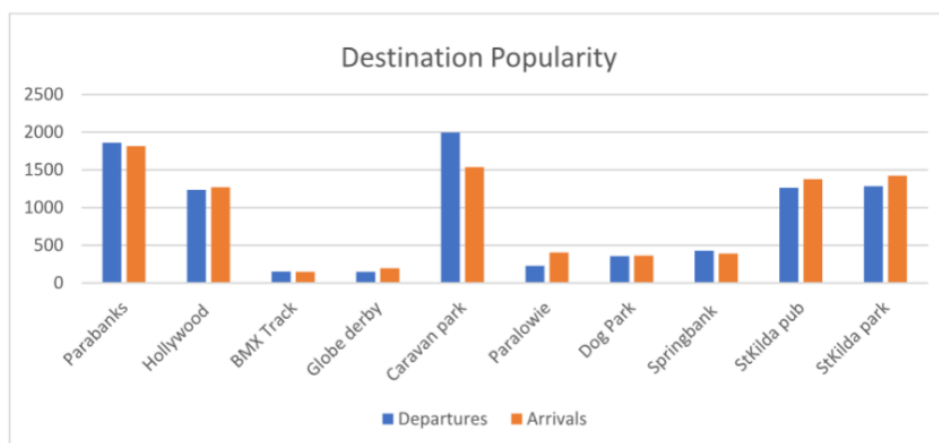


Graph 1. Number of trips over the duration of community bus trial period

At its peak (May 22) the bus serviced 805 trips, while the last reported month January 2023 the number of trips decreased to 510, this is a decrease of 37%. Comparing these months is however difficult, but on average this equates to 4.6% decrease per month. To understand if this is an actual trend or a one-off event, the bus would need to continue to assess trends in comparable context.

#### 2. Popularity of Destination

Destination is an important aspect to consider, the below graph illustrates the popularity of place by departure and arrival. It is important to consider these two aspects separately as departures may indicate the stops that are most accessible to the community, while arrivals may indicate the amenities that are needed by this cohort.

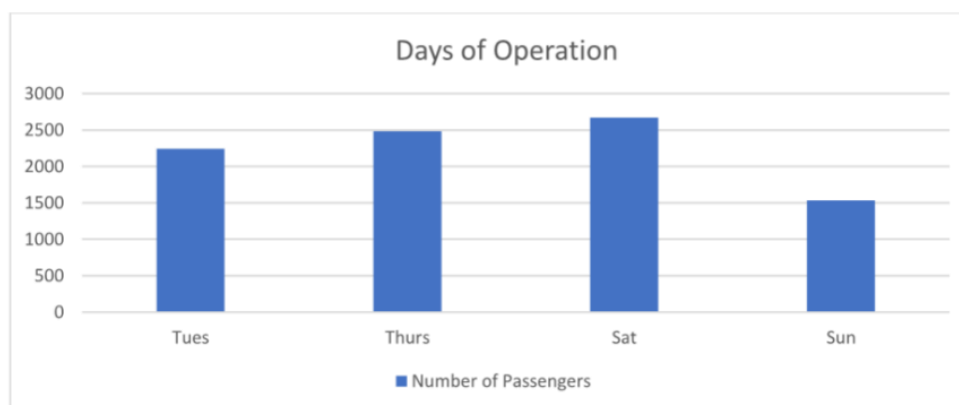


Graph 2. Departures per destination

The most popular destinations for departure and arrival are relatively the same. This may indicate that some stops are not as useful in terms of accessibility, connection or facilities they offer. One major difference that can be seen is the arrival and departure rates from the caravan park. This site is more greatly used as a departure destination than an arrival, but in none the less a highly utilised location for both purposes. Similarly, the destination in St Kilda are slightly more popular for arrival than departure, this maybe because of the nature of the amenities at St Kilda rather than being a transit location.

#### Days and Time

The times used by patrons are critical to consider because it provides insight into the purpose of the visit and the potential cohort utilising this service. The below graphs (3 and 4) illustrate the days and times most utilised by the community.

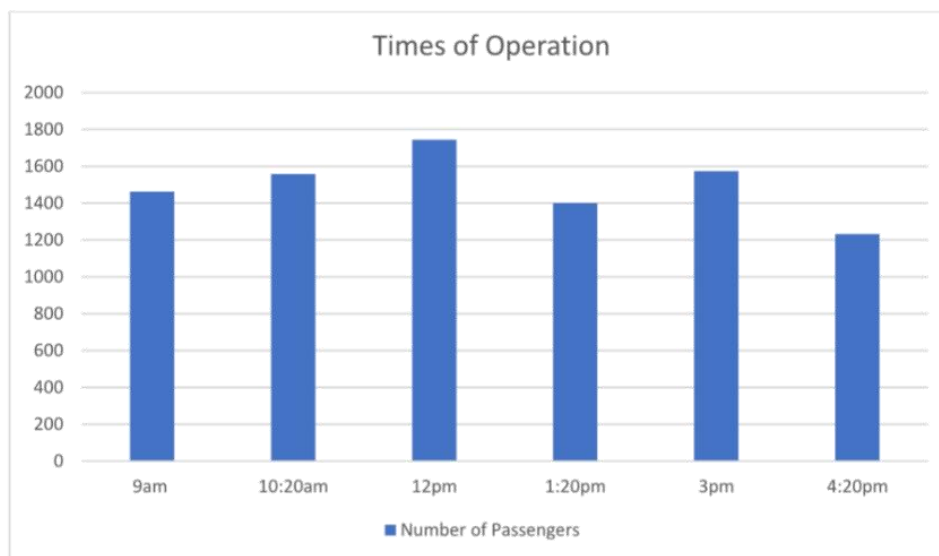


Graph 3. Popularity of operating days.

Sundays were added into the service from 2<sup>nd</sup> of Jan 2022, and for this reason appears to be significantly less utilised. However, to understand the performance and popularity of days, the daily passenger numbers have been averaged by months in operation and area as follows:

- Tuesdays: 140
- Thursday: 155
- Saturday: 166
- Sunday: 127

These averages indicate that Saturdays and Thursdays are the most utilised days. Seasonality and context of particular time periods may also play a factor in the popularity of days. It however must be noted, that Sundays, which show a slightly lower performance average, have often serviced only two to three people, and at times no passengers for the day, which is concerning.

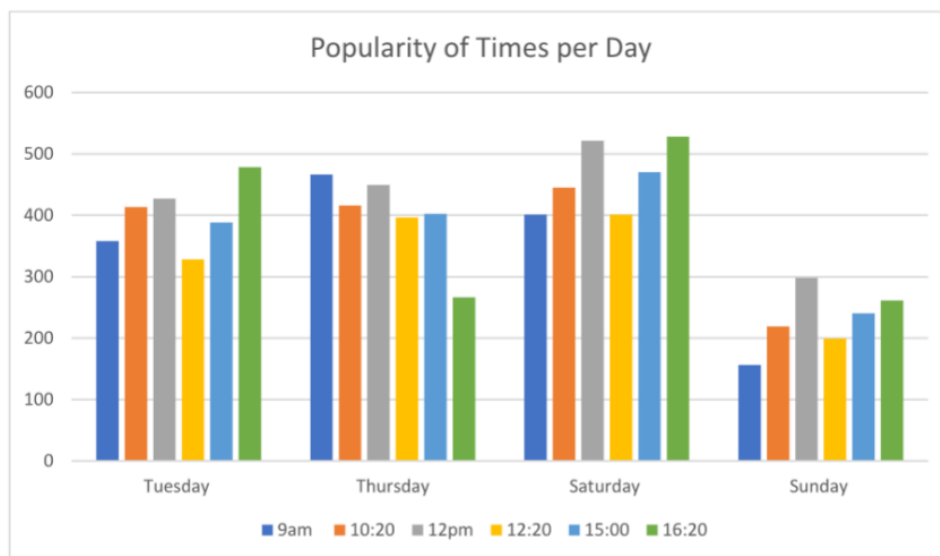


*Graph 4. Popularity of operating times*

In regards to boarding times, it can be seen in the above graph that use across the day is pretty consistent, with a drop off in the last time slot. However, times of operation are slightly higher for the first part of the day, where 53% of patrons use the service before and including at 12pm.

In regards to the performance of days and times it must be noted that during the pilot service, the community bus has undertaken its route without passengers on board. This has occurred sporadically across days and times of service, but most commonly occurs on Sundays.

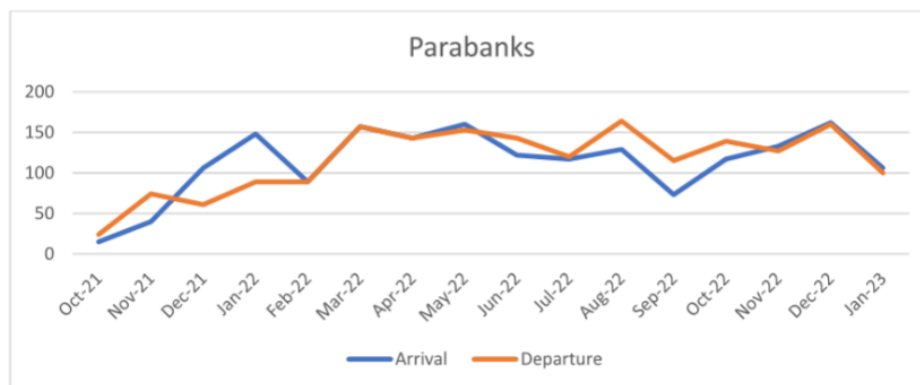
The below graph (graph 5) looks further into the popularity of time slots across days. The use of timeslots across days generally follows the same pattern with most significant changes in start and end times. A significant factor to keep in mind is the bus route itself, which always commences at Parabanks. This may not priorities the use for people in the western suburbs, which may impact the start and finishing timeslot numbers as see in graph 5.



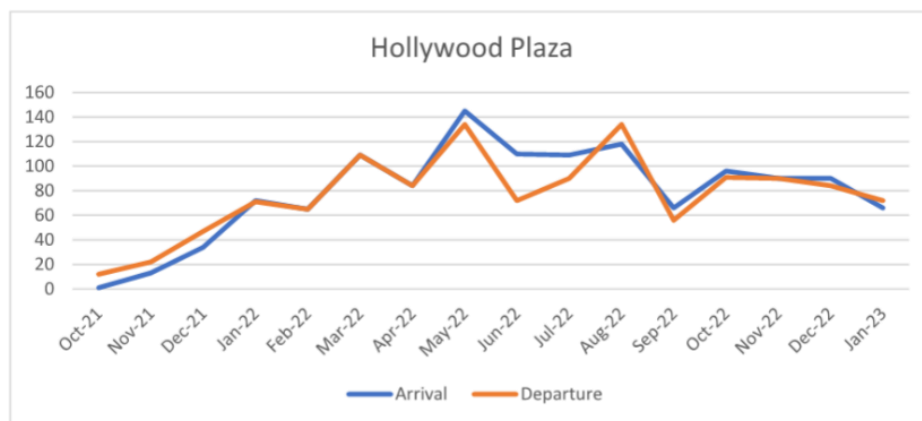
Graph 5. Popularity of timeslots per day of operation

#### Destination Performance over time

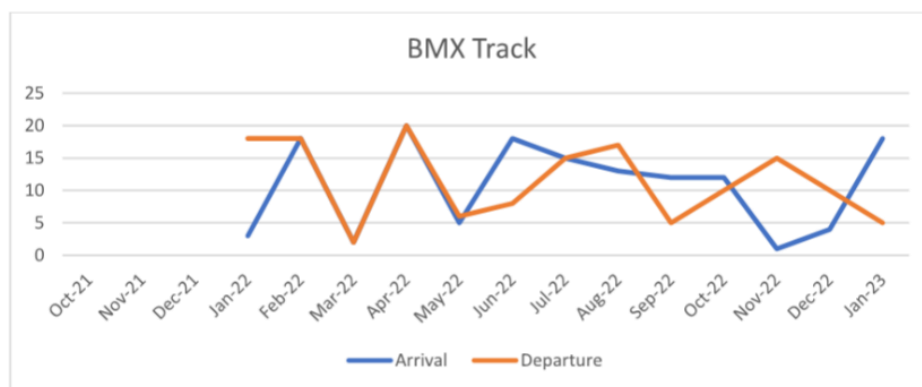
Each destination provides unique facilities and other public transport connections to the community. The following figures follow the popularity of each destination over the course of the trial period. This will indicate whether some destinations are popular all year round, or on a seasonal basis. Again, arrival and departure has been assessed differently to fully explore the useability of the destination.



Graph 6. Popularity of Parabanks over trial period

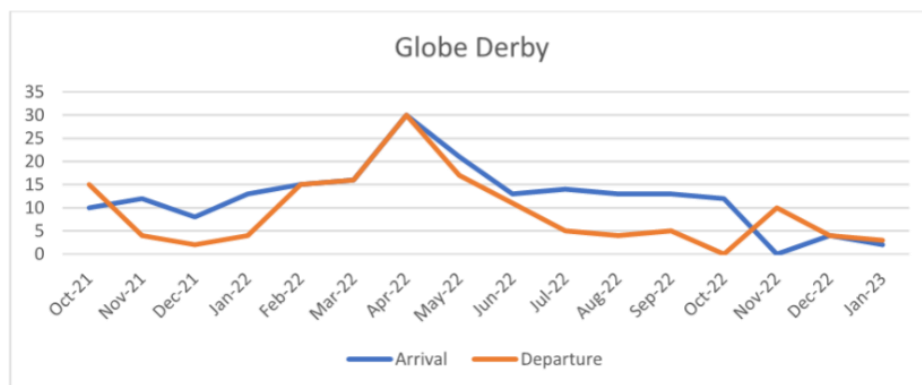


Graph 7. Popularity of Hollywood Plaza over trial period

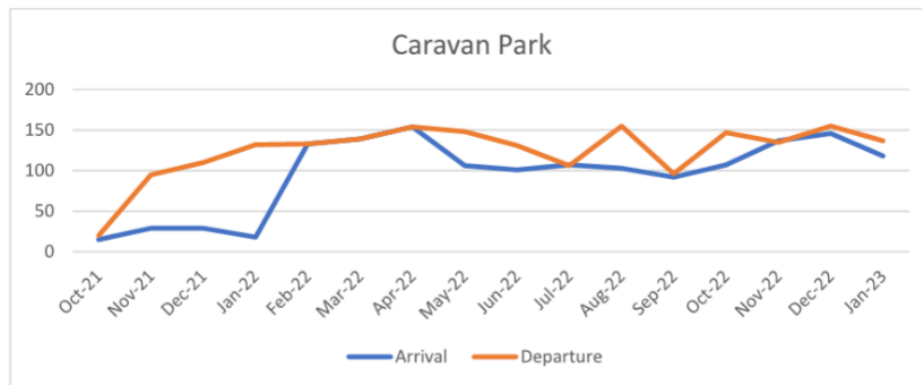


Graph 8. Popularity of BMX Track (Martins Road) over trial period

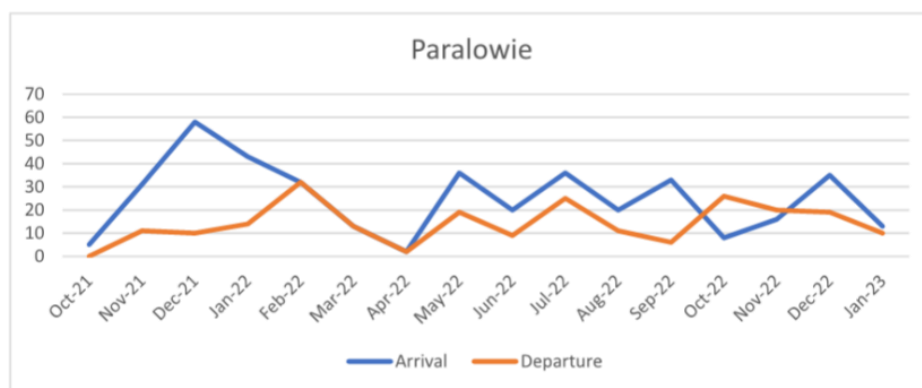
Please note the BMX Track was added as a stop in January 2022



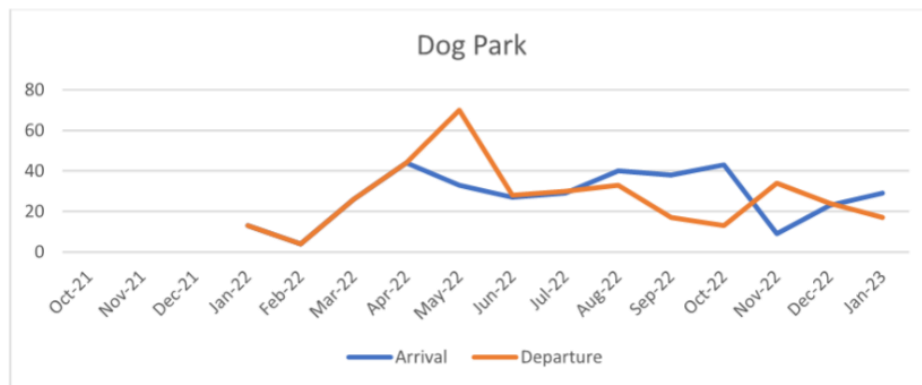
Graph 9. Popularity of Globe Derby over trial period



Graph 10. Popularity of Caravan Park over trial period

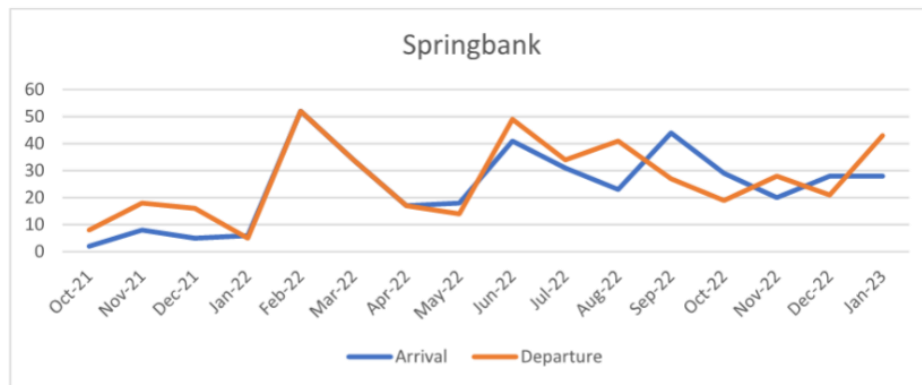


Graph 11. Popularity of Paralowie over trial period

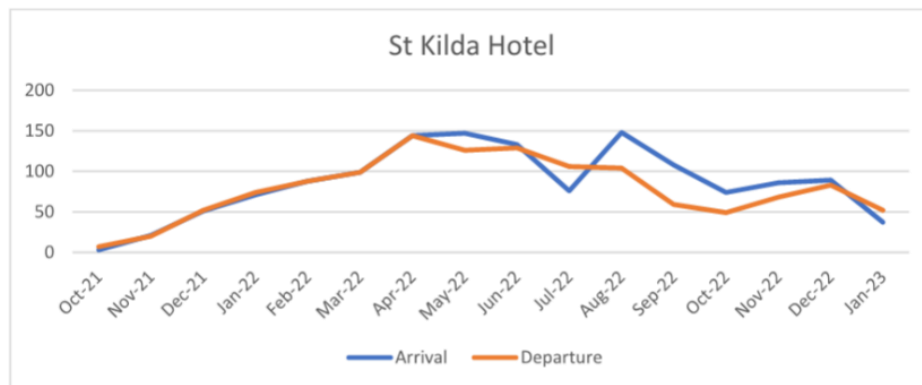


Graph 12. Popularity of Kingswood Dog Park over trial period

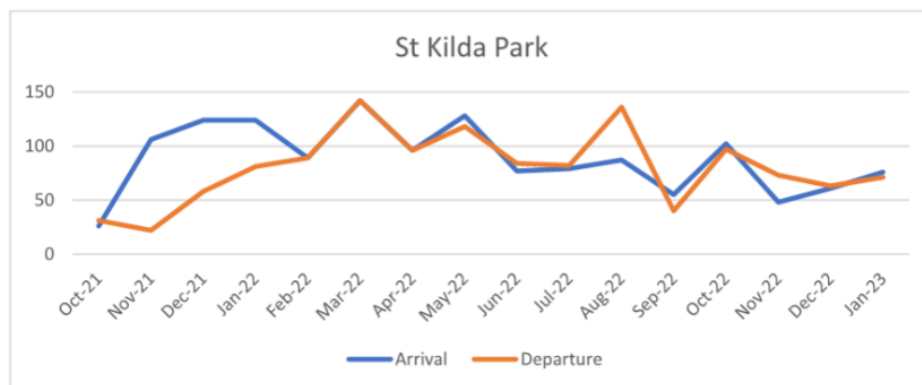
Please note the dog park was added as a stop in Jan 2022 its initial numbers for departure and arrival are the same, which is likely an error.



Graph 13. Popularity of Springbank Plaza Shopping Centre over trial period



Graph 14. Popularity of St Kilda Hotel over trial period



Graph 15. Popularity of Hollywood Plaza over trial period



The patterns of use in place (illustrated through the graphs above) are important to note because some destinations appear to have popular periods (Springbank, BMX Track, St Kilda Park, Dog Park), while others have starkly different arrival and departure data (Caravan Park, Paralowie, St Kilda Park). It would be important to note what passengers are utilising these destinations for, to get a full understand of their significance and increase usability of the community bus.

### Community Consultation

Over the course of the bus trial, community members were provided with the opportunity to provide feedback or suggestions in relation to the community bus trial. This information helps to support the passenger data analysed above, and also provides context to the usefulness of the community bus.

#### Survey Results 2021

A survey was provided to passengers of the bus for an open period commencing December 2021. The survey was provided electronically through council's website and hard copy forms supplied to each site, as well as the bus itself. In total 53 people undertook the survey, reportedly only 67% had used the community bus (n=36).

Despite this, the majority of respondents reported that they were either satisfied or very satisfied with the service (73%), while only 12% said they were dissatisfied or somewhat dissatisfied. Of the people that did use the service, most only used it once (37%), followed by 24% of respondents who said they have used the bus 10x or more.

Survey participants who had not used the bus were asked why, with responses predominantly indicating the participants thought "the service was not for them" (26%) and 13% said it didn't go the places they needed.

The survey respondents were also asked what locations were desired to be added to the bus timetable. Overwhelmingly, responses were in support of stops at community centres, hospitals, libraries and swimming pools. These desired locations are illustrated in graph 16 below.



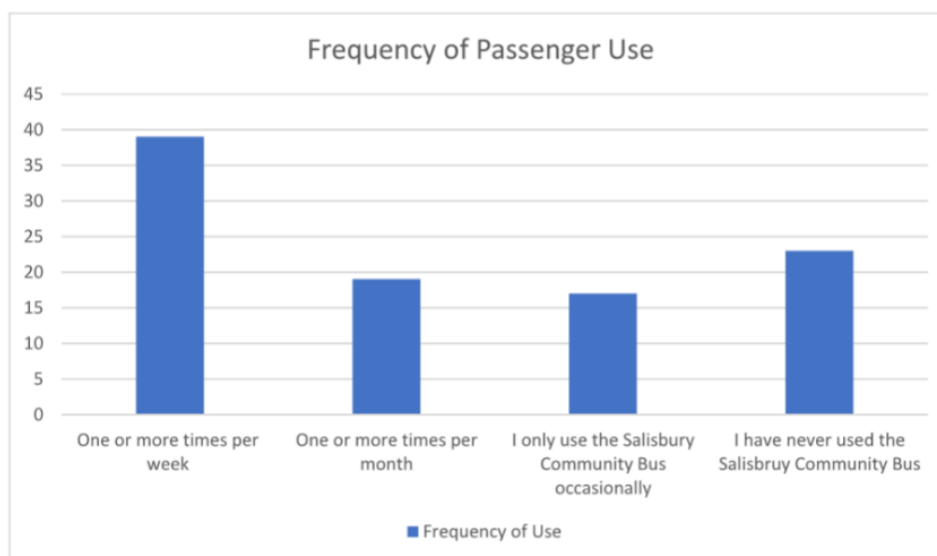
Graph 16 survey respondents desired location for bus stop locations

As part of this question many people provided 'Other' as a response and listed alternative locations in the city, entertainment destinations outside of the city and major facilities of the state (including universities).

### Survey Results February 2023

The follow-up survey in February 2023 followed on in many respects from the previous survey, however, this updated survey aimed to delve deeper into reasons for using the bus, as well as aspects that have been satisfactory to passengers. The survey was provided in the same way as the previous; paper based on busses and bus stops and electronically via council's website. Altogether, 99 surveys were complete with a source breakdown as follows: 11 via bus stops sites, 40 via bus and 48 via council's website. It must be noted that it is highly likely that the same people undertook multiple surveys to inflate the number of responses. Evidence of duplication was seen through a combined pattern of answers, residential location and handwriting. For this reason, this information should be understood with a slight reduction in the strength of the findings.

Of the people surveyed 75% of respondents reported utilising the bus once or more<sup>2</sup>. This result is unsurprising because the majority of surveys were undertaken on the bus or at bus stops.



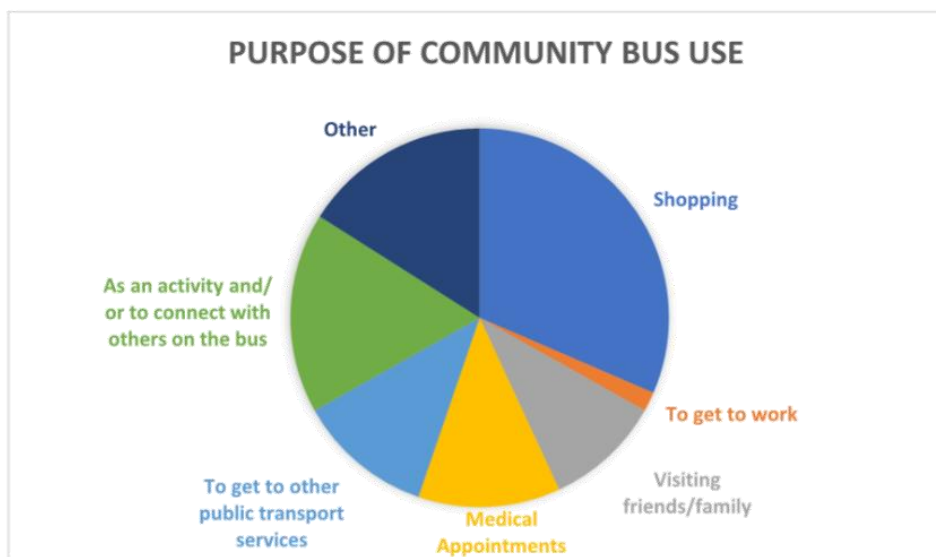
Graph 17. Frequency of Community Bus use

In regards to the 99 participants answering the survey the majority of users utilise the bus weekly.

In the 2023 survey, participants were asked about the types of activities they undertook utilising the community bus. Graph 18 below, shows the purpose for using the community bus<sup>3</sup>.

<sup>2</sup> The use of the community bus per passenger is not directly comparable to the last survey because the previous survey asks about the number of times used (1 to 10+ times) without an encapsulated time period.

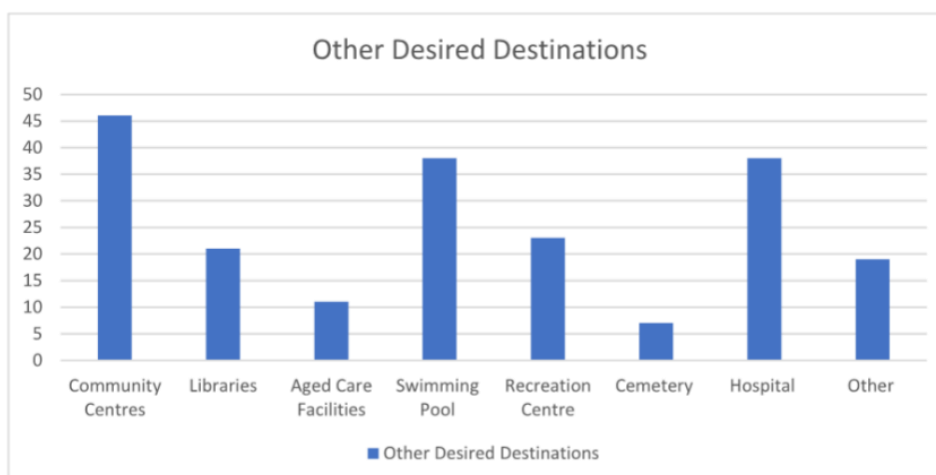
<sup>3</sup> This question is new to the 2023 survey and is therefore not comparable to previous survey data.



Graph 18. Patron uses of community bus

The answers clearly demonstrate that the community bus is mostly used for shopping or an activity for connection. However, an interesting finding was that nearly a third of the 'Other' response were people described as going to St Kilda for recreation. This answer was mostly from inner city residents. This information indicates that there are two cohorts using the bus, those residing in the transport barren west seeking shopping, services and connection and those residing in the inner city who are using the Community Bus for recreation in St Kilda.

In regards to other destinations that are desired by community bus users, the information was quite consistent with the previous survey. Indicating that Community Centres, swimming pools and hospitals are the most desired amenities. It appears that Libraries have experienced a drop in desired destination from last survey. In the 2023 survey, those responding with 'Other' listed other suburbs such as Ingle Farm, Mawson Lakes, and Elizabeth as well as specific destination such as Lyell McEwen, Calvary Hospital and Safe Haven mental health drop in centre. The updated survey question can be seen below in graph 19.



Graph 19. Desired locations for Community Bus stops

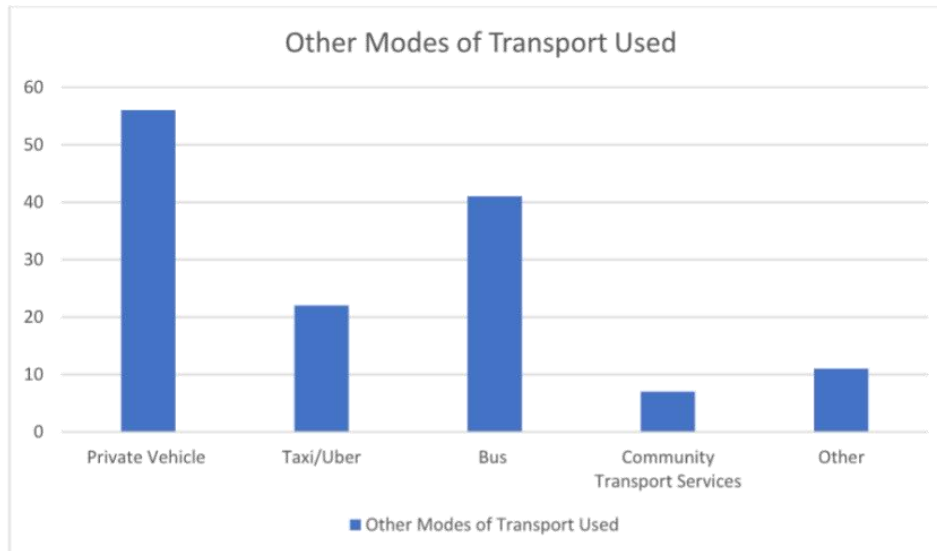
In the 2021 survey, participants were asked their level of satisfaction. To delve a little deeper, the updated survey asked what aspects of the community bus are patrons satisfied with. As illustrated by the below graph, participants were happy with all of the aspects asked about. Most of the 'Other' comments complimented Des' bus driver. It was notable that there were no complaints about any aspect of the service.



Graph 20. Areas of patron satisfaction

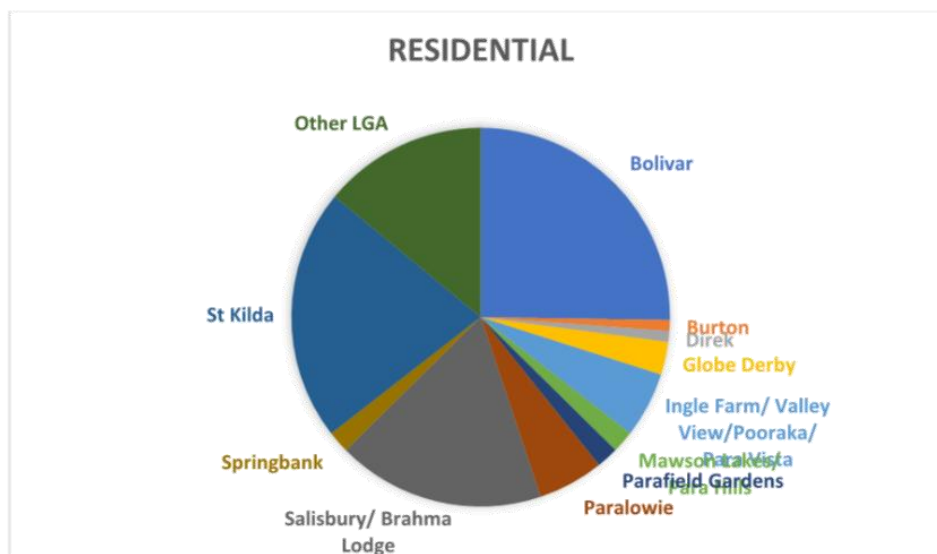
To understand why the community bus is useful, the 2023 survey asked what other modes of transport are used by community bus patrons. Private vehicle and bus (other than the community bus) are the

most common forms of transport. This information supports that fact that the western suburbs have one of the highest rates of car ownership of the city (Profile ID 2022). It also confirms that state provided public transport is also greatly used by those utilising the community bus stops (some however, may have greater access than others).



Graph 21. Other modes of transport

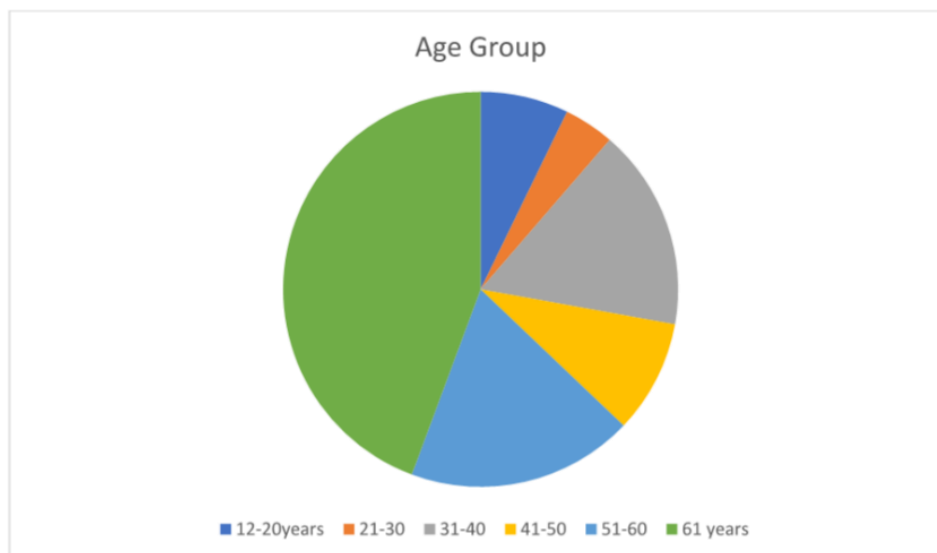
Demographic data of survey participants was also captured as part of the 2023 survey. Their residential locations and age groups can be seen below.



Graph 22. Survey Respondents Place of Residence

Interestingly, there are a significant number of people who don't reside (or may reside just inside the border) in the City of Salisbury that use the community bus (14%). Participants from other LGAs are mostly from Playford and use the community bus for connecting with friends, an activity or shopping or medical purposes.

The below graph shows the age groups who answered the community bus survey. In regards to those who actually used the bus, the greatest cohort was the 61+ years (n=26), followed equally by 51-60 and 31-40 age group (n=13 each).



Graph 23. Age groups of survey respondents

#### Discussion

The Community Bus Pilot data shows a significant uptake in the service since its inception, which stabilised before declining overtime. In 8 months, passenger numbers declined (37%) since its peak in May 2022. The data also indicates that significant assets of the city like shopping centres, tourist accommodation and leisure facilities prove to be the most popular destinations for community bus users.

The community bus service clearly provides a needed service, however there are many changes that could be made, which may include locations, dates and times and model of service itself. All of these can be reviewed to potentially cut down the underutilised aspects of the service and improve efficiencies.

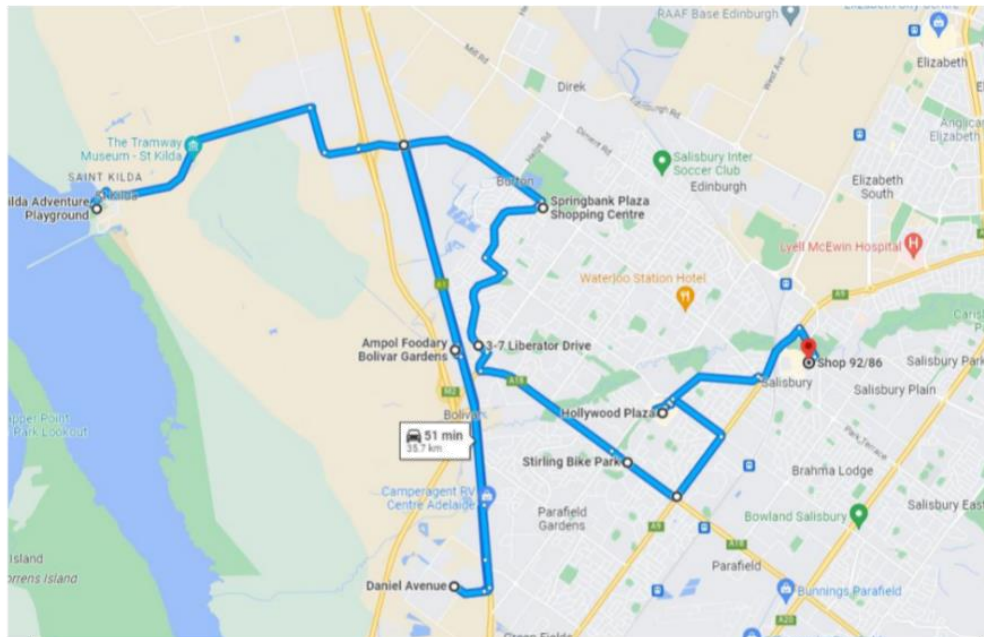


## Community Bus Alternative Route Information

### Model1. Fixed Bus Service

This is the same route as the current community bus utilising the new bus stops. However, some of the stops have been reordered to accommodate logistics (the side of the road that pick-up and drop off occurs), in conjunction with timing of Metro Bus arrivals.

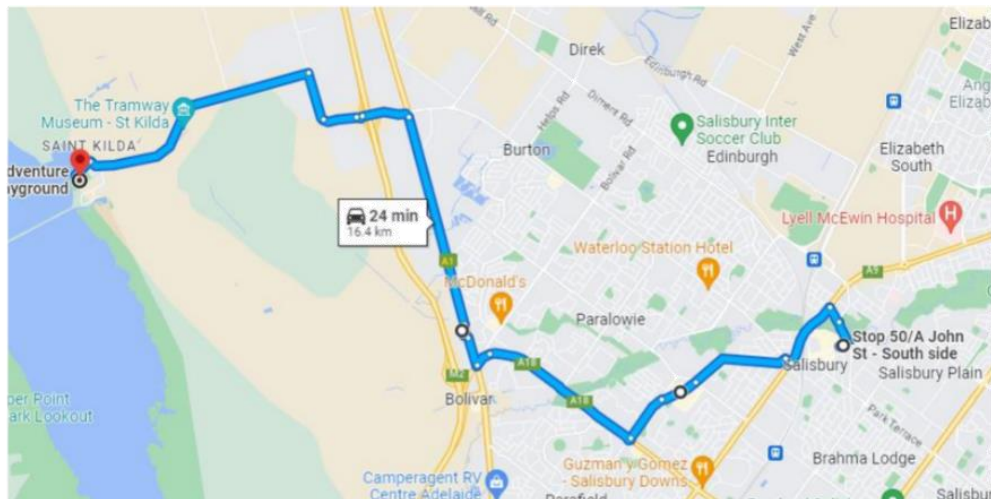
### Route Overview



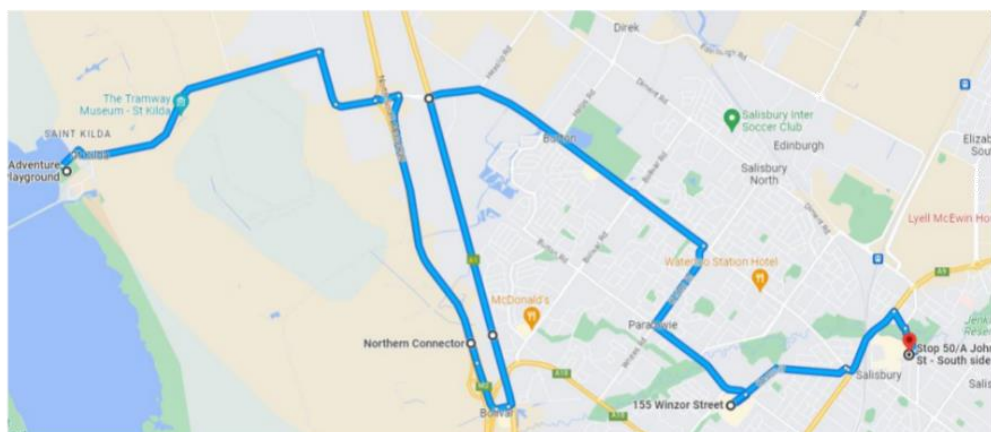
### Model 2. Express Route

This route encompasses the most popular stops of the community bus trial.

#### Departure Route



#### Return Route





<b>ITEM</b>	6.1.4
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>
<b>HEADING</b>	Recommendations of the Salisbury Living Sub Committee meeting held on Tuesday 11 April 2023
<b>AUTHOR</b>	Manager Strategic Development Projects, City Development
<b>CITY PLAN LINKS</b>	1.2 The health and wellbeing of our community is a priority 1.3 People are valued and they feel safe, included and connected 4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	The minutes and recommendations of the Salisbury Living Sub Committee meeting held on Tuesday 11 April 2023 are presented for Innovation and Business Development Committee's consideration.

**RECOMMENDATION**That Council:

1. Receives and notes the information contained in the Salisbury Living Sub Committee Minutes of the meeting held on 11 April 2023 be received and noted and that the following recommendations contained therein be adopted by Council:

**SLSCC1 Future Reports for the Salisbury Living Sub Committee**That Council:

1. Notes the report.

**ATTACHMENTS**

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

1. Minutes Salisbury Living Sub Committee - 11 April 2023

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

**11 APRIL 2023**

**MEMBERS PRESENT**

Cr M Mazzeo (Chairman)  
Mayor G Aldridge (ex officio)  
Cr B Brug  
Deputy Mayor, Cr C Buchanan (via VC Teams)  
Cr K Grenfell (Deputy Chairman)  
Cr P Jensen

**OBSERVERS**

Cr S McKell

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Development, Ms M English  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Infrastructure, Mr J Devine  
Manager Governance, Mr R Deco  
Manager Strategic Property, Ms S Klein  
Minute Taker, Ms S Howley

The meeting commenced at 6:31pm

The Chairman welcomed the Elected Members, Public and Staff present to the meeting.

**APOLOGIES**

Nil

**LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved Cr K Grenfell  
Seconded Cr P Jensen

The Minutes of the Salisbury Living Sub Committee Meeting held on  
14 March 2023, be taken as read and confirmed.

**CARRIED**

## **REPORTS**

### **SLSCC1 Future Reports for the Salisbury Living Sub Committee**

Moved Cr K Grenfell  
Seconded Mayor G Aldridge

That Council:

1. Notes the report.

**CARRIED**

## **OTHER BUSINESS**

Nil

## EXCLUSION ORDERS

### SLSCC2 Salisbury City Centre Expression of Interest Outcome

Moved Cr K Grenfell

Seconded Cr P Jensen

1. *Pursuant to section 90(2) and (3)(b) of the Local Government Act 1999, the Salisbury Living Sub Committee orders that the public be excluded from attendance at the part of this meeting relating to Agenda Item SLSCC2 – Salisbury City Centre Expression of Interest Outcome, except staff of the City of Salisbury on duty in attendance.*
2. *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.*
3. *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 **Salisbury City Centre Expression of Interest Outcome** item and discussion at this point in time.*
4. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 6:33pm

The meeting moved out of confidence and closed at 6:35pm

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	6.2.1		
	<b>INNOVATION AND BUSINESS DEVELOPMENT COMMITTEE</b>		
<b>DATE</b>	18 April 2023		
<b>PREV REFS</b>	Innovation and Business Development Committee	6.4.1	24/01/2023
	Finance and Corporate Services Committee	2.1.2	18/07/2022
	Innovation and Business Development Committee	6.4.2	17/05/2022
	Innovation and Business Development Committee	6.1.1	22/02/2022
	Innovation and Business Development Committee	6.2.2	17/08/2021
	Innovation and Business Development Committee	6.4.1	18/05/2021
<b>HEADING</b>	Project Connect (ERP Implementation) Update		
<b>AUTHOR</b>	Director Business Transformation, Business Excellence		
<b>CITY PLAN LINKS</b>	4.1 Members of our community receive an exceptional experience when interacting with Council 4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities		
<b>SUMMARY</b>	This report provides an update on the first 8 weeks of implementation of the ERP solution.		
<b>RECOMMENDATION</b>	<p><u>That Council:</u></p> <ol style="list-style-type: none"> <li>Notes the report</li> </ol>		
<b>ATTACHMENTS</b>	There are no attachments to this report.		
<b>1. BACKGROUND</b>	<ol style="list-style-type: none"> <li>To deliver critical actions in the City Plan 2035 the organisation needs to change the way we design and deliver our services to the community and the business processes that support this.</li> </ol>		



- 1.2 A number of the current business processes are designed around the needs of the service provider (Council) rather than the community member. By designing and delivering our services from the perspective of the community member consuming the service, the City of Salisbury (CoS) will significantly contribute to the delivery of exceptional community experience, quality outcomes and a great place to work.
- 1.3 To support this business change and provide the capability for the new way of delivering services, CoS is transitioning from a portfolio of (internally hosted) line of business applications to a digital platform-based Enterprise Resource Planning (ERP) business that provides the enabling technology to support the delivery of exceptional community experience.
- 1.4 Further, the current Finance and Records Management systems which are based on internally hosted solutions, will no longer be fully supported by the vendor from October 2024 and Council's Asset Management solution is expected to no longer be fully supported within 2 years as the vendors have already transitioned their solutions to Cloud based technology.
- 1.5 This presented an ideal opportunity to review our technology offerings. In essence, Council will be required to invest in transitioning these systems to the cloud model, but may not achieve the broader benefits of an ERP solution.
- 1.6 The majority of CoS's core business systems and solutions were introduced in the late 1999's/early 2000's and, while the systems have been incrementally updated, the underlying technology platforms and the solutions themselves are not suited to delivering the functionality expected to deliver on Councils three success factors; exceptional community experience, quality outcomes and a great place to work.
- 1.7 Optimising a number of systems into an ERP solution will bring transparency and visibility across the system which will be designed with the community experience in mind.
- 1.8 With automated workflows, the data will be timely and reliable, allowing for more informed decision-making using system dashboards. The solution will be accessible from any device, any place and at any time, and will introduce greater cybersecurity response due to the software as a service architecture and environment.
- 1.9 This report provides an update on the first 8 weeks of implementation of the ERP solution.

## **2. CONSULTATION / COMMUNICATION**

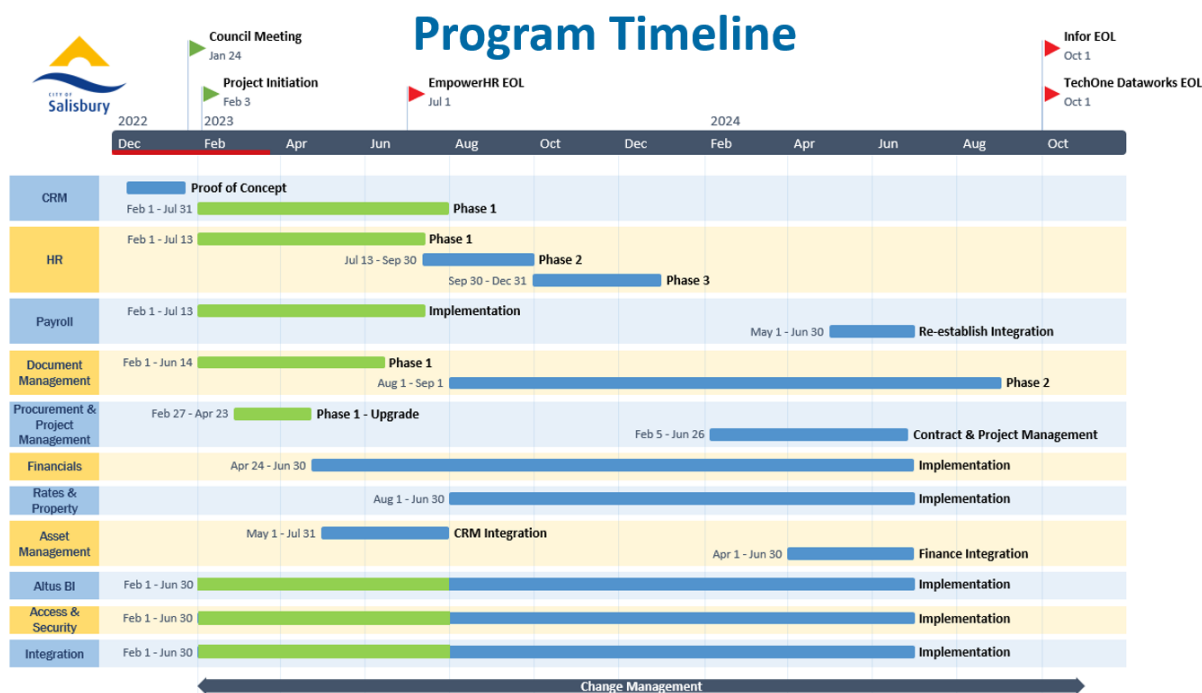
### **2.1 Internal**

- 2.1.1 General Manager Business Excellence
- 2.1.2 Business Transformation Division team members

### 3. REPORT

#### Program Overview

- 3.1 The City of Salisbury with IT Vision and partners initiated and ‘kicked-off’ the project on 14 February 2023. The first 8 weeks of this extensive program of work of phase 1 has broadly gone according to plan in the context of key initiation activities and priorities. In particular, the commencement of a sound regime of project and agile meetings and communication cadence involving all participants and stakeholders.



- 3.2 Key achievements and summary include:

- 3.2.1 Kick-off of nearly all product phases of Stage 1 including Customer Relationship Management (CRM), Payroll, HR (Employee Lifecycle), Content (Information Management), Procurement and Integration.
- 3.2.2 Appointment and commencement of a dedicated Change Manager for Project Connect, and a Change and Communications Coordinator to manage the change to all stakeholders.
- 3.2.3 Our partner has recently appointed a project manager for this program of work. As the new project manager comes up to speed, the Business Transformation team are focusing on its internal project manager role and working and supporting the stakeholders and change internally.
- 3.2.4 Strong progress within the CRM deliverable phase, due largely to the significant level of pre-work and preparedness. The CRM module lead will be engaging with Elected Members over the next 8 – 12 weeks to ensure all requirements and functionality are considered in the CRM solution.
- 3.2.5 Procurement module scope from moving on premise to the Cloud is on track.

- 3.2.6 Information Management, Payroll modules are in initiation phase.
- 3.2.7 HR module scope is being finalised.
- 3.2.8 Integrations are being worked through and a plan being formed regarding temporary versus permanent integrations.
- 3.3 As this is a large scale, multi-disciplinary transformation project, challenging the status-quo processes and thinking about the future is key. Another key challenge is to bring the key stakeholders up to date on the project and upskill them in the project approach using an Agile methodology.

#### **RISKS**

- 3.4 There is a small risk that we are not able to meet the timeframes forecast originally due to the change of application and scope for the HR module. However, as we are now remaining with our current HR vendor (but upgrading to the Cloud version), we are expecting minimal overall change in the program due to an established relationship and data migration aspects due to familiarisation of product.
- 3.5 Due to the quantum of data in our current Document Management system, we need to cleanse our data before migrating to the new solution. To manage this risk and transition to the new solution, we are staging this module implementation, by inputting new records in the new solution and then transitioning the balance of data outside the project. We will only migrate the information we need from the current solution to the new solution. There will be integration challenges along the way with temporary integrations required until we can decommission old solutions and phase new solutions online. We are managing this with our vendor who has nominated an Integration expert, leading the way across all 5 modules.
- 3.6 Change Management is one of the biggest risks for this project, impacting and changing current processes and daily tasks. This is being managed with a structured Change Management approach, communication cadences, engagement in workshops, showcases, training and awareness sessions at all levels of the organisation.

#### **4. GOVERNANCE**

- 4.1 To ensure strategic guidance for the Business Transformation Division and Project Connect to deliver on the roadmap, manage risks, roadblocks and help prioritise initiatives in line with the City of Salisbury vision, 3 success factors and the City Plan 2035, we have a strong governance model.
- 4.2 A Business Transformation Steering Committee, made up of the Executives as well as engaging in an external consultancy to support the Steering Committee.
- 4.3 Quarterly updates to the Audit and Risk Committee and Innovation and Business Development Committee.
- 4.4 Along with internal reviews and showcases (part of the Agile methodology where stakeholders are presented with updates and allows feedback on progress to ensure the final solution meets the organisation's needs) per module.
- 4.5 The vendor partner presented to the Business Transformation Steering Committee in April with no major issues identified by the vendor.

## **5. FINANCES**

- 5.1 At this stage due to the stage of the project only \$147k has been incurred related predominately to early works undertaken to define scope and develop a proof of concept CRM model.
- 5.2 Future reports will have more detailed reporting on the financial status of the project.

## **6. CEO DELEGATION**

- 6.1 As resolved at the January 2023 Council meeting the Chief Executive Officer has the delegation to allocate from the approved funding the relevant budget to ensure the appropriate resources are in place to successfully deliver the project. At this stage the delegation has not been utilised.

## **7. NEXT PHASE OUTCOMES**

- 7.1 Within the next reporting period we forecast the following:
  - 7.1.1 Upgrade from Procurement on premise to the Cloud completed
  - 7.1.2 Test environments live and UAT in Document Management, Payroll, Employee lifecycle, CRM and testing of temporary integrations from our old solutions to our new solutions.

## **8. CONCLUSION / PROPOSAL**

- 8.1 Project Connect has commenced and currently aligned to the original implementation plan.
- 8.2 This project is complex and requires managing many stakeholders and running a number of modules concurrently. The governance framework and the team formed to manage the project will minimize any material issues arising during implementation.
- 8.3 As the project implementation is in its early stages, major updates will be reported at future meetings of the Innovation & Business Development Committee.