# LOCAL GOVERNMENT INFORMATION TECHNOLOGY SA

# 2016 AWARDS

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## Awards and Nominations

**Gala Awards Dinner**

**23 June 2016**

## Infrastructure and Operational Excellence Award

This award recognises excellence in the delivery of IT infrastructure and operational services as evidenced by way of service optimisation, a particular project initiative, innovation in management and leadership practices or demonstrated practicality and resourcefulness. Additional credit is given to examples which can be shown to be applicable and transferable to other Councils.

## Metropolitan Nominees

## City of Campbelltown Information Services Team (with Infrastructure Services)

The project was installation of Fibre Optic Cable from the Campbelltown Depot to the Redeveloped Leisure Centre (during the construction phase) to allow for the connection of computers, phones, printers and MFD's back to the Council Office. Direct fibre was the optimal solution for connectivity between the Council Office and Leisure Centre site however it was the most expensive solution (approx. $170K) of those investigated.

In 2015, Council formed an alliance with a private entity to act as a sub-contractor for NBN in providing civil works for the network installation in the Northern suburbs (Modbury and Gawler). By doing this work, Council staff have gained significant knowledge and skills in undertaking NBN installation. It was considered that their skills in this area could be utilised to install the Fibre Optic Cable thus making the project significantly cheaper and more viable than using a contractor. The (IS) Information Services team worked closely with the Infrastructure Services team to explore this option to determine viability. This option involved the installation of telecommunication pits and 50mm PVC conduit in to trenches (prepared by Council staff). The trenches were dug along the creek trail (4th Creek) from the Depot (which is already directly connected to the Office by Fibre) instead of the original costly option of directional boring along Council's road verges undertaken by a third party. This method also made it less intrusive for the Community as the original road closures and traffic detours were not necessary.

The project was deemed viable and an excellent alternative solution which provided the opportunity for Information Services staff to manage this cross departmental project and for Infrastructure Services staff to gain further experience in the design and construction of conduit for Fibre optic installation. In addition there was also a considerable cost saving to Council. The project proceeded and is progressing extremely well. It is estimated that the project will cost in the order of $110k instead of the original $170K. Not only was this a significant cost saving to Council it was also a great example of cross team collaboration where the skill sets of both teams were used to complement each other and get the best solution for Council.


## Town of Gawler IT Department

The Town of Gawler Information Technology Team nominated for the Infrastructure and Operational Excellence Award for delivery of its Server and Storage Infrastructure Refresh 2016 Project. The original infrastructure was purchased and warrantied on a 4 year lease in 2011. That lease and warranty period were about to expire at the end of the Financial Year. The original infrastructure was also nearing maximum capacity in memory and data storage. Memory usage nearing 90% capacity and data storage reallocated to provide additional servers resulting in reduced Business Continuity capabilities. The original infrastructure hosted approximately 25 servers. To provide these additional servers, storage needed to be reallocated at the expense of Business Continuity capabilities. Town of Gawler started to experience negative impacts on its business due to original infrastructure not being able to accommodate new requests and improvements. To add complexity to this project, Town of Gawler Council was successful in its bid for Federal Government funding to support the redevelopment of the Gawler Town Hall and Institute building into the Gawler Connect Hub. Located in the main street of Gawler, the Hub is an ambitious project, which sees the establishment of a contemporary public facility designed to meet the cultural and community needs of Gawler both now and into the future. The Gawler Connect Project requires the Town Hall and Institute to undergo significant contractual and architectural changes meaning all current IT Infrastructure and all staff need to be temporarily relocated to another location and fully or partially moved back after construction completion. Gawler Connect along with many other high-tech functionalities will host The Digital/Business Hub facility which will be designed to provide the Gawler community with a high-quality, high-tech space for a range of commercial and community activities.

All of the above required very careful planning and delivery of the new Server and Storage Infrastructure with minimal impact on Council business, potential for future growth and being able to accommodate all technology functionality for the Gawler Connect facility. An acquisition plan was established and approved in July 2015 to approach the market via public tender process. Town of Gawler received responses from 6 potential vendors and overall Data#3 Limited fully satisfied and best demonstrated thorough understanding of the Council requirements of this project. Information Technology team was well aware about necessity to find a solution which would allow to build and setup new Server and Storage Infrastructure in a new location which would became our temporary or permanent IT Facility. The continual functioning of this equipment is critical to all Council operations. Many options were considered and subsequently it was decided to approach Gawler TAFE and seek their approval to lease some of TAFE Computer Room space to accommodate Town of Gawler new IT Infrastructure. After successful negotiations joint agreement was reached and we started the Project in March 2016. Our aim was to deliver this project within planned timeframe, under budget and with zero downtime. Lots of logistical hurdles had to be overcome and all project objectives were achieved.


## City of Unley & Adelaide City Council Network Upgrade Team

The Cities of Adelaide (ACC) and Unley (COU) decided to enter into a partnership for the delivery of ICT Services, encapsulated by a Deed for Shared Services approved by the two Councils in 2010. In 2009, two ICT Managers initiated a shared service project that has evolved over the past 7 years. The agreement stipulated that ACC was to bear no additional cost and Unley could leverage off skill sets, capacity, experience and knowledge at a reasonable cost.

In the period since 2010, the two Councils have deployed a fibre optic link between the sites and have implemented shared services for the hosting of payroll system, disaster recovery, financial management and procurement system, and first line helpdesk application support for both the payroll and finance systems. In order to expand on the success of this partnership to date, and to further realise cost and efficiency advantages, a comprehensive investigation was conducted by the staff of ACC and COU in 2014 to assess the potential for expansion of the ICT shared services between the two Councils. This included an audit of the COU network, licensing, hardware, infrastructure, processes, and existing contractual arrangements. The resulting document "An investigation into an ICT outsourcing arrangement between ACC and COU" was endorsed by the CEO's of the two Councils. The document proposed a three phased approach:

1. COU infrastructure upgrade – to establish an ICT function within the COU that complies with industry standards, through a program of upgrading aged networks, systems and processes. This was a fee-for-service basis that utilised existing COU budgets to exploit ACC expertise and provide a positive net financial benefit. COU operational infrastructure was aged and posed significant risk in the short and medium term for the COU.
2. Shared Service and Support – establishing shared services business models which will improve levels of service, employment retention and attraction benefits and business continuity benefits for both Councils.
3. Strategic opportunities – capitalising on newly established structure, systems and processes to create industry-leading innovation and practice in servicing stakeholders.

## Rural Nominees

# Mount Barker District Council ICT Team

IT Renewal - Transition of infrastructure from an onsite datacentre to the Cloud

Mount Barker District Council ('Council') previously ran a production datacentre at the civic centre in Mount Barker, with a corresponding Disaster Recovery (DR) datacentre hosted offsite. The existing server and storage infrastructure were due for replacement in 2014, and Council investigated options and committed to utilising 'Cloud Services' to remove dependence on on-premises IT infrastructure. There were a number of benefits associated with the proposed Cloud model for Council's IT infrastructure, including removing the need to:

- Own, purchase and maintain extensive IT server and storage infrastructure.
- Provide accommodation, racking, cooling, power and security for extensive IT infrastructure.
- Migrate to new hardware and hypervisor infrastructure with each hardware refresh.
- Run VMware vSphere enterprise virtualisation, along with associated costs.
- Have a Disaster Recovery site (DR)

Additional Benefits:

- The risks associated with owning and maintaining extensive IT infrastructure are largely offset to a third party.
- Cloud infrastructure provides top-tier, enterprise-grade server and storage standards.
- IT services can be scaled up and down on demand, the Council only pays for what is used, and can rapidly deploy new business applications.

Additionally, the Council wanted IT staff to focus on business systems and business outcomes, and not physical infrastructure. Our aim was to "Migrate all corporate systems so that employees can utilise existing business systems from any location with web access, with any device at an acceptable performance level".

## City of Victor Harbor Fibre Optic Project

Information Technology is the lifeblood of any modern organisations and when done well it leads to success and business efficiencies. The network infrastructure which connects users to their data centres is critical to this service delivery. If this is not right it leads to a poor user experience and limits the organisation's ability to roll out future systems. Get it right, and a plethora of opportunities with real business benefits are presented to an organisation – this is what has been achieved by the City of Victor Harbor.

Until recently the City of Victor Harbor's network infrastructure was provided by aging microwave equipment which connected only the Depot, Horse Tram Office, SA Whale Centre, Visitor Information Centre to the data centre located at the Civic Centre providing basic telephony and data needs. This equipment was due for replacement and could have simply been swapped out for more modern and reliable equipment to produce a raft of positive outcomes, but the Council took an innovative approach looking at our long term needs and installed a fibre optic network across the township of Victor Harbor. This network not only covered these sites for remote computer connections but is now a network solution with infinite possibilities and potential across Victor Harbor. The project takes into account the business needs of the organisation allowing for future growth, remote management of services, both direct and indirect provision of services to the community, ongoing cost savings, reliability improvements, connection to external organisations using the NextGen fibre optic cable, disaster recovery improvements, rollout of any future ICT requirements, single swipe card rollout, and the future connection of our main street-Ocean Street. Some of these have been introduced immediately as a part of the cut over, and some will be introduced over time. Some items that were never thought of within the initial design have already been found such as the requirements identified during the recent Tour Down Under stage finish in Victor Harbor.

This is a long term solution (20 year minimum) that has changed the network from being a telephony and data network to being a dynamic platform for all our electronic service delivery requirements in the future. To achieve all this the City of Victor Harbor installed 4,100 meters of 72, 24 and 12 core cable, 38 communication pits, connection of seven sites, breakout points along the route for future connectivity, one bridge crossing, 25 road crossings, the use of some existing conduit, and the connection of other infrastructure. This has moved the network from a 150 megabyte full duplex microwave equipment to 10,000 megabyte with a 10,000 or 1,000 megabyte backup link. With this infrastructure in place the City of Victor Harbor will be able to move forward without its network infrastructure holding it back, making it a dynamic and agile organisation able to move as required rather than being held back through the shortcomings of its network infrastructure.

## Information Management Excellence

This award recognises excellence in the delivery of information management services as evidenced by way of service optimisation, a particular project initiative, innovation in management and leadership practices or demonstrated practicality and resourcefulness. Additional credit is given to examples which can be shown to be applicable and transferable to other Councils.

CAMMS
Intelligent performance

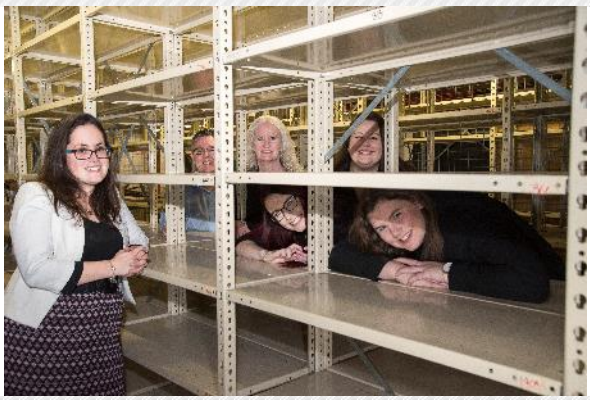
## Metropolitan Nominees

## City of Charles Sturt IMS Team

In 2003 the City of Charles Sturt built 2 x two-storey archive frames at our Beverley Depot site to store over 6,000 archive boxes. We piled all the files into the archive boxes and placed them neatly on shelves and our records were now officially "managed"… or so we thought. It didn't take long to realise that we were going to eventually run out of room in these two giant structures. It also dawned on us that we would also need to destroy records when they were at the end of their life and transfer permanent value records to our custodian, State Records. However, the documents were coming in faster that we could keep up with. We were also experiencing problems with our Section 7 certificate production. A Section 7 certificate is produced when a property changes ownership and it provides all information from Council regarding orders against the property, outstanding rates balance, ongoing development conditions. There were significant delays in processing these certificates as each time there was a query we would have to request the file from the depot site, wait a couple of days for the file to be delivered then proceed with the process once it was received. An idea was born to audit the planning conditions in our land and business system against what was recorded on the paper file. To do this we would need to open every property file – all 47,000+ of them. We also thought it would be worthwhile sentencing the record at the same time, which involves checking each document in each file against criteria set by State Records to determine how long each document is required to be kept, then dividing the records into four categories. Records that:

- Can be destroyed now – sent for destruction
- Are long term temporary – put aside for further processes
- Are permanent – transferred to State Records
- Contain documents greater than 50 years old – put aside for future processes

The long term temporary files were then digitised and stored in Council's electronic document and records management system (EDRMS), HP TRIM, in PDF format. The conditions on the paper development approval were checked against those on the system and updated where required. Due to our robust processes and systems, we have achieved general disposal schedule 21 (GDS21) compliance which means we could now destroy our long term temporary paper records once they were digitised into HP TRIM. What started as originally a project to check the integrity of the development conditions in our paper property files has now been extended to include the digitisation of all long term temporary files to provide quick and easy access to this information for future users.

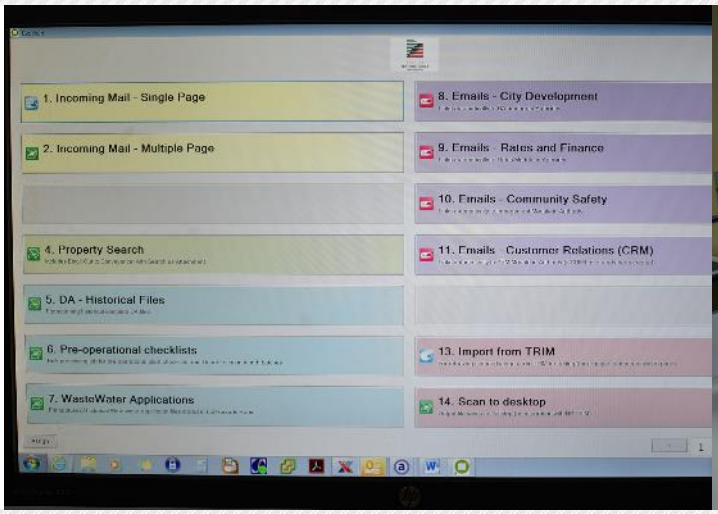


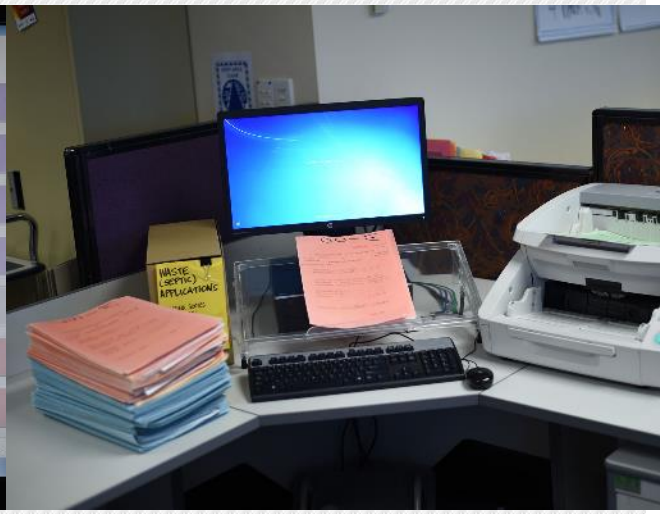
## City of Tea Tree Gully - Mail Processing Automation Project

Mail processing is an element of all Information Management (IM) teams. The efficient processing and allocation of incoming mail is an essential service that needs to be reliable, efficient and accurate. The failure to deliver this service effectively can be to the detriment of both the agency and the public. This nomination is for the development and implementation of a form specific scanning solution to enable the City of Tea Tree Gully's mail processing service to be optimised.

An innovative approach was adopted by the IM team at the Council to assess current practices and strive for a best practice. As a result, the IM Team over 6 months worked together to configure a software solution, Ezescan, in order to automate a very labour intensive process which was not sustainable with current resourcing levels. By using the varied capabilities of this scanning solution, the processing time required to scan, register into our Electronic Document & Records Management System (EDRMS) and action to the relevant staff member has reduced by at least 40%. Not only this, the solution has enabled the IM team to create records in a consistent manner with high levels of reliability and accuracy.

The nomination is not only for the work undertaken by the IM team in configuring the software to suit our Council, but also for working together during a difficult period of change to drive, promote and manage this technological solution, enabling the team to use it as an IM driver to always strive for best practice and innovative thinking.




## Rural Nominees

## No nominations were received for this category from rural Councils.

## Digital Transformation Initiative

This award specifically recognises the implementation of a digital technology initiative to achieve outstanding benefits for the organisation and/or for the community. Applications should demonstrate digital innovation as it applies to corporate process improvements and/or community projects and initiatives. Additional credit will be given to examples which can be shown to be applicable and transferable to other Councils.

## Metropolitan Nominees

## City of Charles Sturt Information Services Project Team

Council's previous Budget Bid solution used a combination of SharePoint and InfoPath which had many issues. Reporting was a very manual, time consuming and tedious task. The InfoPath solution was not easy to use, was not flexible and considerable time was spent on the system getting it to work prior to the process commencing each year. However, the key driver for change was when Microsoft stated they would no longer develop InfoPath. Council had a system that was full of issues and no future direction.

In October 2015, the CCS went live with the new TechnologyOne (T1) Budget Bid (BB) solution. The solution utilises the T1 Stakeholder Management Module and has been highly configured to suit Councils requirements. The solution allows all staff to enter budget bids to request funding for projects for the next financial year. Staff must enter information such as a project description, outcomes, scope (both in scope and out), stakeholders (both internal and external), benefits, financial information, corporate risk, project risk, project phases and milestones and allows spatially mapping. The bids then go through a rigorous approval cycle that includes approval from Managers, General Managers, Executive, Corporate Services Committee, Council, and the Community to then be endorsed by Council. This approval process is driven by workflow with intuitive emails sent to the next approval staff member. At any stage a question can be asked of a bid, which triggers and email to the Project Manager notifying them of the question. The question and response is maintained with the bid with a full audit trail. Bids are evaluated based on cost, benefit ranking and risk. The benefit ranking consists of alignment to Councils corporate plan, alignment to strategic plans, cost savings, community benefit (e.g. number of community members impacted by the project), project criticality (e.g. legislative requirement vs staff suggestion) and if the project is a Capital project it will get a ranking based on renewal type. If it is a 'renewal' and in the Long Term Financial Plan (LTFP) and endorsed Asset Management Plans (AMP's) the project will get a higher rating than a 'new' or 'upgrade' project. Furthermore, the process for renewal projects is streamlined with less information required as work has already been completed in the LTFP and AMP's. Reports with multiple filters have been developed and can be accessed by all staff.

This is a huge improvement on previous solutions. Furthermore, additional reports have been created such as: alignment to corporate plan, net budget review, support requirements, place making and 'below the line'. Previously, Executive printed pages of the reports to run through the approval process, some of which was manually collated. This year, the reports were made available however executive found it easier to simply have the solution on the screen as an 'Executive Summary' section was included for each bid. Navigation of the solution tool was easy via the real time dashboards. Staff feedback has been the solution is very intuitive and easy to use.

## City of Playford Development Services Transformation

The City of Playford Developments Services Transformation project was created with the intent to remove barriers for development and enable growth via the creation of customer centric processes & engagement interfaces. The transformational project redesigned all aspects of its development assessment operations with a view to improving service delivery, efficiency of operations and overall effectiveness. Feasibility - Prior to the commencement of the project a feasibility study was undertaken to assess the current state, identify the changes required to transform the business, along with associated cost and benefits of delivering the change. A critical step in undertaking the feasibility was baselining the operations to uncover and understand the existing situation through use of data analysis and independent auditing. The result was an independent audit providing management with an understanding of current operations with recommendations as the basis for project delivery. The feasibility study revealed a significant lack of legislative compliance, inconsistent decision making and inconsistent assessment timeframes.

The Project - The Planning Assurance Transformation (PAT) project was self-funded through a business case to the Council seeking an investment of $ 568,000 which would provide the Council with an annual return on investment of $680,000 and payback period of only one and half years. A project team was resourced and independent consultants contracted to support the delivery of a transformation program with a very clear mandate to become an industry leader and create a sustainable business model for development assessment. The project team employed a number of design mythologies to ensure that the mandate of industry leadership and a sustainable business model were achieved. These included a user centric design process to truly understand their customer wants and needs, genuine change management to ensure that the change had the support of the staff, elected members and customers to create sustainable change.

The Project has delivered:

- A high performance development assessment team with a clear purpose and function which aligns with the corporate strategy and direction;
- Adoption of new technology to ensure a complete end-to-end digital workflow and have established systems and processes for all its operation.
- Application of operational management techniques to ensure a deep understanding of business operations;
- The business now complies with all its statutory obligations, delivers a quicker service with a greater level of certainty and delivers the service at a reduced cost to the Council.

The outcomes of this project resulted in:

- Improved Service by a 25% Reduction in the time to provide a decision to the customer;
- 95% of all decisions and stamped plans delivered digitally;
- 95% reduction in time to resolve compliance complaints;
- Reduce burden on rate payers by 33% reduction in operating costs.

## City of Port Adelaide Enfield Corporate Information Team

Computer applications in the field save time and increase productivity. Council's Technical Services Team receives over 13,400 service requests a year. In order to provide the highest possible level of service to our community, we seek to minimise the length of time it takes from receiving a public notification through to completing the job. In 2014, a review was completed with the Field Team Coordinators and Field Staff analysing how Council can streamline processes and better plan the location scheduling of work. As part of this, we looked at ways to keep staff out in the field rather than having to continually return to the depot for work orders and getting bogged down in paperwork.

After extensive consultation, planning and design phases, Council's IT team created custom in-house iPad software which includes modernisation of systems, automation of workflows and integration with Councils existing corporate systems. The streamlined end product allows any member of the public to submit a request online, which flows through the automated system direct to field staff who can complete the job and then record the successful outcome quickly and effectively along with before and after photos. As well as greatly improving customer service through quicker response times. The implementation of these comprehensive new electronic systems has removed a lot of the costly and time intensive overheads associated with data entry, missing forms, paper handling and error correction.

Council's risk mitigation strategy was to adopt a very user friendly operating system, develop the software user interface to be simple and consistent and to provide thorough training in small groups to ensure that end users were comfortable in using the system and could use it effectively. In addition to job management and scheduling, the new system allows recording of plant and equipment as well as employee timesheets - all outside of the office. The outside workforce are paid on a wages basis, due to this, the financial controls around timesheet data are strictly enforced and regulated. To maintain a high level of data accuracy, controls are integrated into the process with signoffs occurring regularly, missing items picked up quickly and third party data entry removed.

It was important to have the project successfully completed and in use by the first pay of 2015. This timeframe was met due to the dedication of those involved and high level of collaboration and teamwork across various departments. Field staff have been highly supportive of the new system and have displayed leadership in its evolution and development. Soon after the system went live, they started requesting other paper forms to be created as applications. Forms including Job Safety, Extranet/Intranet for Field Staff Communication are just a few examples. This cemented the success of the projects and that the transition from paper timesheets to electronic had been not only accepted, but embraced by the workforce.

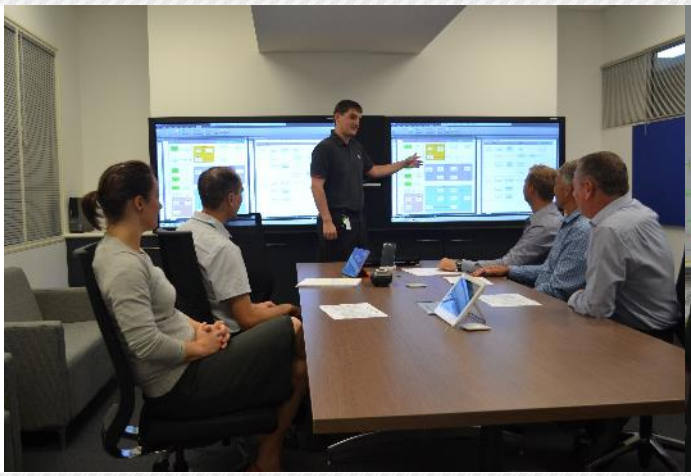
## Rural Nominees

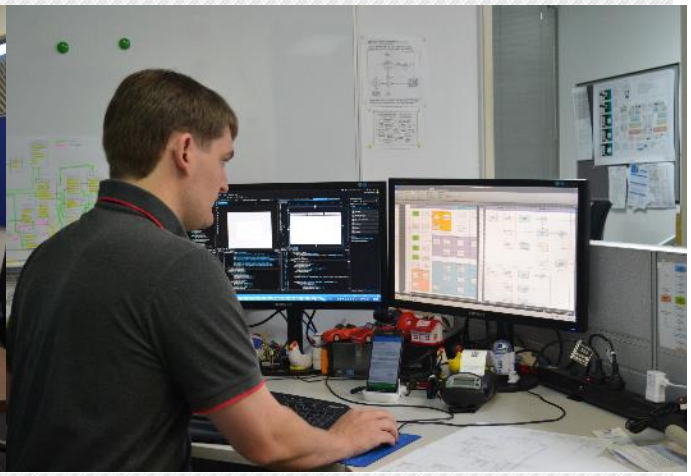
### Alexandrina IT Services and Community Safety Teams

Alexandrina Council's Community Safety Team was looking for a solution to move beyond their manual paper based parking infringement process. The process involved an officer filling out a paper based infringement onsite, taking photos and then on their return to the office, entering the data into Council's infringement system. Due to the resource intensive nature of this process it was difficult for Council to employ effective parking controls. The Community Safety team researched several existing generic systems employed by other Council's and organised a demonstration. IT Services were invited to the demonstration in order to evaluate the solution. As a result of the demonstration it looked like the presented solution would meet the Community Safety Team's requirements, but would have an increased requirement for IT Services to manage the new solution.

The proposed solution was expensive to purchase, would add additional mobile field computer units and would require further development. The solution also required the installation of additional software for managing the field units and retrieving photos which had been captured. IT Services has been recently developing custom applications to meet its needs as a department so in collaboration with the Community Safety team it was decided to build a proof of concept mobile application as an alternative to the off-the-shelf software. Key deliverables of the proof of concept included the development of an intuitive mobile app that required minimal training, seamless integration into Council's Infringements and Records Management system and the utilisation of a standard android smart phone as a cost effective mechanism for data entry. The proof of concept was created and based on its success, it was decided to complete development of the mobile app rather than purchasing an off-the-shelf product.

Since that time the new mobile app has been developed with additional functionality based on collaboration with the Community Safety Team. Developing such an application is challenging for a regional Council as there are large parts of the Council area without adequate mobile coverage thus requiring the solution to work both online and offline. The success of this project can be measured on how quickly it has been employed by new staff. Recently the Community Safety Team received a phone call from a local business complaining about a car parking in their loading zone. Within the space of 3 minutes a new staff member was trained in use of the app and raised an infringement notice against the offending vehicle. Since the development of the Parking Infringement app, IT Services and Community Safety teams have worked together to develop another app for their yearly Fire Hazard block clearing process. Collaboration between the teams has led to a significant reduction in time taken for administration processes and the likelihood of human error.





## Mount Barker District Council - Urban Growth Development Systems Team

This nomination is for the design and implementation of a whole of Council System to assist in the assessment, approval, management, monitoring and visual display of multiple concurrent complex land development projects within the Mount Barker District Council. This development is occurring within a 1300ha "Urban Growth Area" totalling several billions of dollars of economic investment and an expected doubling of Council's population over the next 15 to 20 years. The system was delivered without the use of consultants or any additional budget allocation, providing Council with the ability to manage in real time an extremely complex array of competing privately funded urban development projects, including over 100 individual development stages. It is a tremendous innovation providing the Mount Barker District Council with the confidence to manage and demonstrate it has complete strategic control of the unprecedented level urban growth being undertaken in its district.

Council's Urban Growth Area was created when the State Government changed Council's Development Plan, rezoning more than 1300 hectares of agricultural land for residential development. This change was undertaken without any detailed prior master planning, provision of essential infrastructure or additional resources for Council. As a result, by the end of 2015 Council was assessing more than 16 separate major broad acre land division applications, proposing in excess of 3500 new allotments with this number expected to rise to approximately 6000 allotments over the next five to seven years. The development of Mount Barker's Urban Growth Area is believed to be the biggest outer metropolitan peri urban residential development project arguably ever undertaken in the history of South Australia. With the entire planning, assessment and responsibility for development and infrastructure provision within the Urban Growth Area placed in the hands of Local Government by State Government to work through and negotiate with multiple stakeholders and the private development industry sector. The Mount Barker District Council is now faced with having to manage approximately 15 – 20 concurrent urban development projects spanning the next 10-15 years involving more than 100 varying stages of development. Council is also starting to see the influx of an additional $200 million dollars (approx.) that will continue over the next decade or more including:

- 600 new allotments and equivalent number of houses constructed per annum
- One new shopping centre every 2 years
- Approximately 6 -10 new schools over the next 15 years
- Approximately 15 hectares of sealed road surfacing constructed per annum
- 10 kms of additional linear roads and footpath networks being constructed per annum
- A 6 km long arterial road to be constructed and linked up through at least 11 different individual development projects
- Total investment $5.4 billion in economic activity over approximately 15 years

Council is also administering multiple developer agreements covering a number of different matters including waste water provision, open space development, and social infrastructure, three (3) separate additional rates applicable to the Urban Growth Area and some $20-30 million in financial security bonds. Council's IT Department was called upon to create a system to manage this growth.

## David and Goliath Initiative

This award specifically recognises the implementation of an IT and/or IM initiative that, with very limited resources delivered outstanding benefits for the organisation and/or for the community, especially relative to the resources available. Resources in this context may include, but are not limited to funding, staffing and/or technology limitations (e.g. network bandwidth/coverage). Additional credit will be given to examples which can be shown to be applicable and transferable to other Councils.

Local Government Association
of South Australia

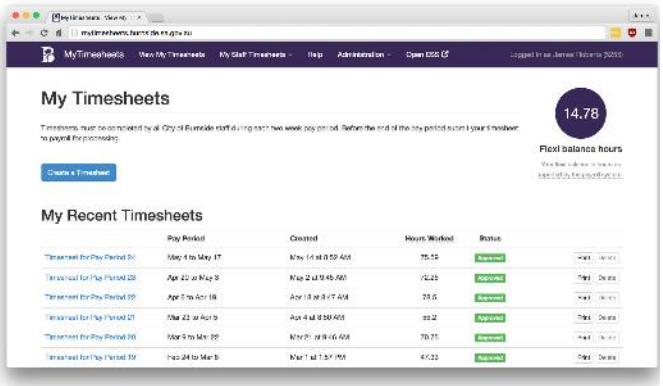
## Nominees

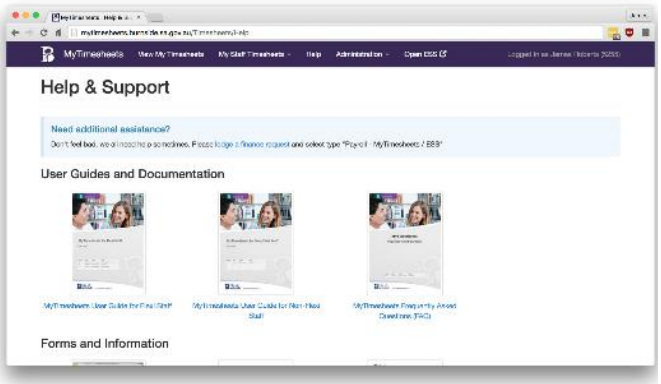
## The City of Burnside MyTimesheets Team

MyTimesheets is a responsive, web based timesheet entry system utilised by employees of the City of Burnside for tracking and submitting worked hours under a newly introduced Flexi-time scheme. The software was developed internally in 2014 over a 6 month period and deployed to 120 users alongside a comprehensive organisational change management program. In early 2014, Council entered into negotiations with staff to develop a flexible working arrangement scheme that would offer greater flexibility in working hours for staff. A Flexi-time scheme was jointly proposed that would grant administration staff the ability to work varied hours between 7:30am to 6:30pm whilst maintaining core business hours.

Industry experience and research showed that although Flexi-time schemes typically offer great benefits to both staff and employers, abuse of the system can often occur where adequate controls are not put in place to monitor and accurately record attendance.  In light of this, provisions were included in the draft Enterprise Agreement and supporting Flexi-time protocol prescribing the implementation an electronic time tracking system that would allow staff to accurately record their worked times “to the minute” with approval processes for managers. The IT team was brought in to determine the feasibility of implementing such a system. A detailed functional requirements document was produced and provided to Councils’ payroll software supplier and a number of other vendors to determine if a suitable product existed in the marketplace. Responses however indicated no software solution was available at that time that met our unique business rules without costly modification. Mindful of budget and times constraints, the IT team proposed that rather than abandon or water-down the proposed Flexi scheme, Council internally develop a time sheet entry system that would not only meet business requirements but also offer a number of best practice features and integrations with corporate software systems.

Working with no budget, and a single developer, in two weeks the IT team rapidly developed a timesheet system prototype that allowed the capture of staff attendance information in-line with the proposed scheme. The prototype was demonstrated to the Flexi-time project committee and Executive team and given the green-light to be fully developed and implemented. Working closely with the Payroll administrator, and guided by a project committee, the IT team rapidly developed a fully featured, HTML5 timesheet system built on modern web standards that fully integrated with Councils existing HR & Payroll system (chris21). Special focus was placed on ensuring the system was easy to use and visually appealing to end users. Timesheets are pre-populated based on rosters and work patterns, approved leave and public holidays are pre-filled, accruals and flexi balances are calculated accurately and displayed within the interface. The end product is a fully featured, enterprise grade timesheet system that meets all business requirements and staff love to use.



## City of Holdfast Bay Responsive Website Development Project

In July 2014, Elena was asked by the CEO, to take on the Council website and “make it better”. This task was no mean feat as there were no additional resources or budget, and the undertaking would need to be absorbed within the existing workload, managing all digital media channels for City of Holdfast, Jetty Road and Council’s Community Engagement. In addition there was no or little organisational understanding as to how important the Council facing website was and just what state the site was currently in. To all extent and purposes, to senior level management the site “looked great” and they would argue that it was only updated three years ago. This was effectively the biggest challenge; repositioning Council’s mindset about digital presence and creating internal advocates to support the need to have a high functioning, customer centric responsive website. It soon became apparent to the nominee that this wasn’t just a case of “fixing the website” but also educating management and the organisation on the website’s relevance, usage and importance. Elena was able to identify gaps in Council communication and service delivery, develop methodologies and framework for implementation however in doing so managed information upwards via direct line managers and Senior Leadership team to facilitate change. The nominee set about the review of the Council’s website, which highlighted low usage and extremely poor functionality. The first port of call was to engage in user testing research to highlight to senior level management how defunct the current site was. Whilst the website was ascetically aligned with the corporate brand functionality was not customer centric. The design from 2011 was actually three sites designed to ‘function ‘as one, with its primary function to serve as a destination marketing initiative rather than a Customer service site. Elena set about engaging in user testing and daily analytics of site usage. Ten random people were given five common customer service enquiries to complete via the current website and then tell us about the user experience. None of the ten users were able to complete any of the tasks. They told us their experience and from here the five main issues were able to be identified:

- Currently three websites made to look like one – slowing down load time to an unacceptable rate and confusing the customer with navigation.
- Information and architecture heavy – there was an unprecedented amount of pages that served little or no purpose to the public.
- No Dedicated website content manager
- No review of web content – 3,892 pages, files images and articles dating back to 2007 were uploaded without review.
- No consideration for mobile platforms

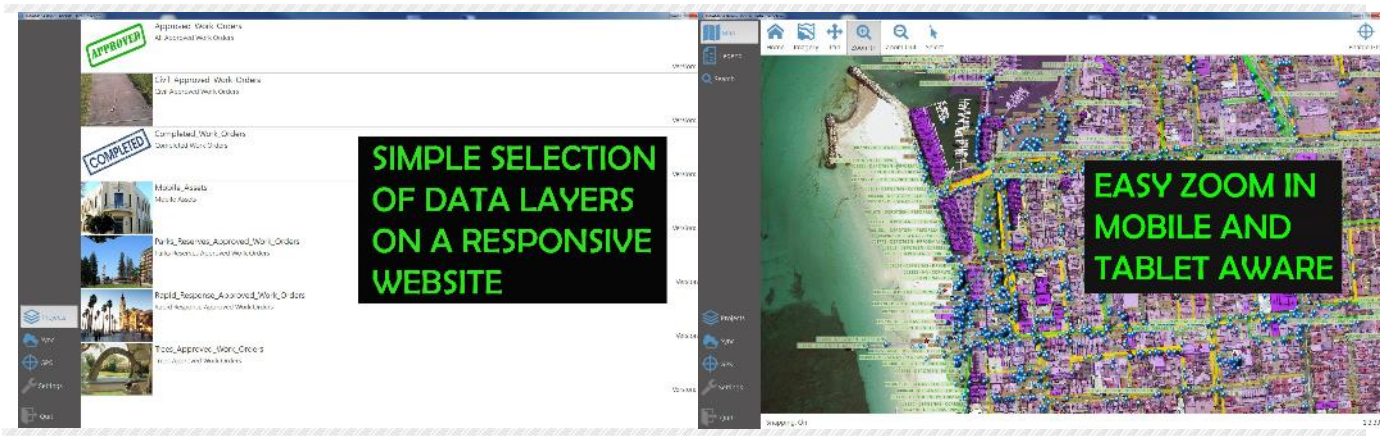
This helped segment the project in to achievable goals and develop solutions for problems raised.

## City of Holdfast Bay EAM Implementation Team

In the middle of 2014 Council was presented with a David v's Goliath challenge. Council had embarked on the procurement and implementation of Technology One's Enterprise Asset Management System (EAM), but had not considered the breadth of usage for mobile staff in the use of GIS and Asset Management. The initial implementation was the conversion one Asset Class (Footpaths) and one Customer Service category Footpaths. The driver was to replace like for like. Conquest was the existing EAM. Council quickly realised that it was beneficial to convert all the Asset Registers and all the Customer Request Categories that were associate with each Asset Class. This complicated the scope of the project and brought forward the need to have field staff contribute to operational information to our assets. At the time we had no scope for GIS within the Technology One Enterprise Asset Management System for Mobility. So this was the plan:

- The EAM Work Order system would replace the Customer Request paper based system with an electronic Work Order system available to Depot field staff on a mobile tablet.
- The EAM Asset Register and financial component would replace Conquest.

With early user acceptance and testing, it quickly became apparent that having a mobile work force with Work Orders and Assets displayed on a map would make a lot more sense to workers who traditionally had nothing to do with maintaining asset data. A map to allow the searching and editing of assets and work order locations would be a lot easier for these staff to use and understand than having to trawl through textual drop down lists. So what could we do to achieve this with no Budget and next to no resources? We considered the use of our current corporate mapping solution Exponare and the Public version to deliver mapping on a mobile device. A quick test of this old technology showed it was not going to work in a mobile environment with a 4G based Network. It was just too slow and was not built for a mobile device where fat fingers make navigation cumbersome. Our existing supplier was promising a solution but they never actually delivered. After exhausting all of our supplier options we looked at an Open Source GIS Mapping Software that could be easily integrated with the EAM.



## City of Mitcham Intranet Implementation Group

In September 2015 The City of Mitcham went live with a new innovative staff intranet. This initiative provides the organisation with a wide range of new services and increased information accessibility. Our organisation's Intranet acts as the homepage for all staff and provides a single starting point for staff accessing information and resources that spread across the business. It has also now become a portal for staff collaboration, with shared workspaces and information sharing, access to enterprise social tools and a communications platform to spread awareness on key issues to all staff.

The Intranet Implementation project was born from a growing need across the organisation to eliminate frustrations from looking for corporate information required by staff to perform their roles. Teams were often working in silos and general communication amongst staff was not effective. Due to the growing need to have this resolved, the Intranet Implementation Project started off with two IT resources working on top of their existing workloads, an idea or two, and no allocated budget. After a few months of hard work and dedication with input from business representatives, a dedicated resource 3 days a week, and a small funding allocation, the Intranet Implementation went live delivering a portal that engages staff, offers new innovative services, gives voice to the organisation and links collaboration and productivity allowing for new ways to work.


## Edison Initiative

This award specifically recognises the importance of learning in the innovation process. As Edison once said when referring to his invention of the light bulb “I have not failed 10,000 times. I have not failed once. I have succeeded in proving that those 10,000 ways will not work. When I have eliminated the ways that will not work, I will find the way that will work.”

Initiatives that were pursued to implementation in spite of not initially succeeding demonstrate innovation, tenacity and resilience and provide an excellent learning opportunity for other Councils.

Additional credit will be given to examples which can be shown to be applicable and transferable to other Councils.

## Nominees

## Adelaide City Council Smart Lighting Pilot Team

The Smart Lighting Pilot project is a direct outcome from Council's Memorandum of Understanding with global technology company Cisco and State Government. Through this MoU, Adelaide has also been recognised by Cisco as a Lighthouse City, 1 of only 6 cities around the world and the only city in Australia to have this recognition. The Adelaide City Council Smart Lighting Pilot project is the first step towards Adelaide's vision of being a "Smart City - A world smart city with a globally connected and opportunity rich economy."

The outcome of the project is to test and trial new and innovative technologies that can deliver an enhanced customer experience and improve operational effectiveness. The Smart LED lighting pilot provides an opportunity to trial new and innovate smart technologies to enable more convenient greater efficiencies in on-demand smart lighting and energy conservation. Effective lighting is critical to all modern cities as they provide the ability to find key points of interest, including events, retail opportunities, etc., within a safe and inviting setting. The lighting trial would increase energy efficiency and provide insights into maintenance. The project aims to:

- Smart LED lights will allow us to monitor on a light-by-light basis the energy consumption of each of the street lights.
- Ensure a safe environment for the public through real time monitoring of street lights with automated fault detection alerts and programmable remote controls. It will manage the brightness of the street lights, and can automatically adjust based on periods of inactivity.


## The City of Burnside BAM! Development Team

The City of Burnside has developed a modern, easy to use and efficient geospatial application which assists in monitoring, tracking and maintaining Council assets. The application dubbed BAM! (Burnside Asset Mapper) is cross platform compatible and can be used on most modern devices including Windows, Android and iOS operating systems. After several attempts to mobilise field operations had not been very successful, the challenging experiences and learnings were used and the concept of BAM! was created.

The Application was to focus on the end user experience with a design element in mind which would sell itself to facilitate change management. The application has been built for touch screens creating a rich and modern interface design which exemplifies ease of use and reduces training overheads.  The flexible application can be used for an unlimited variety of asset types with customisable form fields.

The end user consumption of BAM! has been a catalyst for the uptake of technology within the City of Burnside Field Operations business units and is considered internally as one of the greatest business enablers for the Council. The application has been demonstrated at the LGITSA rural workshop in February 2016 and is currently being piloted at the District Council of Yankalilla for rural suitability.

## IT/IM Team of the Year

This award recognises excellence in the overall delivery and operation of IT or IM services at a team level as evidenced by way of service optimisation, a particular project initiative, innovation in management and leadership practices, professionalism or demonstrated practicality and resourcefulness.

## Nominees

## The Barossa Council Knowledge and Technology Services Team

The Barossa Council was originally formed in 1996 after the amalgamation of the District Councils of Barossa, Tanunda and Angaston. The majority of the District Council of Mount Pleasant was later amalgamated in 1997. The Council covers an area of approximately 912 square kilometres, is located approximately 60 kilometres north east of Adelaide, adjacent to the town of Gawler, and is home to a population of approximately 24,000 people. The Barossa Council Knowledge and Technology Services team incorporates both functions and areas of Information Communication Technology (IT) and Records/Knowledge/Information Management (IM).

A small team of seven; 3 staff in IM, 3 in IT and 1 manager across both areas, cover a wide range of tasks supporting over 130 FTE users and 12 Elected members across a broad range and number of remote sites.

The 'IT/IM Team of the Year' category has been selected for this nomination in recognition of the team's significantly increased maturity over the past 12 months, as well as their ability to maintain a high standard of performance, and highly constructive approach to both business-as-usual tasks and improvement projects, despite some rapid changes in key personnel.

## City of Burnside Information Systems

The City of Burnside Information Systems (IS) team is a convergence of dynamic, motivated, and creative individuals from a variety of backgrounds. The team consists of members that specialise in Information Technology (IT) and Information Management (IM). Although their areas of expertise might differ, there is a clear bond between all members. Traditionally, blurring the line between work and leisure in in the workplace is sometimes thought of as detrimental to productivity. The Burnside Information Systems team however embraces inter-team socialising and have made it a core foundation of which the team is structured.

Through the balanced mix of formal and informal socialisation, team members are able to not only focus on work oriented goals & deliverables but also create and innovate new ideas and solutions with the support and encouragement of others. A strong and supportive team culture is achieved via team building exercises aimed to bring out the strengths of each member and encourage openness and collaboration. The IT side of the Team is a small team consisting of 4 full time and one part time staff members that drives innovation and achievement throughout the organisation while the IM Team consisting of 3 full time and one part time staff members is the conduit for consistent information flow and management throughout the organisation. The two parts of the Team have both been dealt significant challenges in 2015/16 relating to unanticipated long term leave requirements and the movement of key staff to other areas.

The overall Team has become tighter and stronger as result, and have shown resiliency in ensuring that not only would core business continue, but that Council wide expectations would be exceeded. In previous years the City of Burnside Information Systems Team would undertake one or two major projects per annum such as a PC Rollout or a Records System upgrade, however this team has challenged the status quo and has a hunger to produce exceptionally high results. Through a culture of achievement, trust, and support the City of Burnside IS Team have completed dozens of major projects and to a high quality standard.

## City of Charles Sturt IMS Team

The Information Management Services team at the City of Charles Sturt is a well-oiled, high performing team. Whilst records and information management is a core business unit in most Councils, the City of Charles Sturt takes it to the next level. As well as the core duties, the team also:

- process applications made under the Freedom of Information Act;
- process certificates requested under the Local Government Act and Land and Business (Sale and Conveyancing) Act;
- print shop functions for Council agendas, reports and minutes;
- print valet services and so much more

The team includes three information management officers who rotate job roles every two weeks to ensure everyone's skills stay sharp. Similarly one of the trainees has an in-depth understanding of the full range of duties to ensure business continuity. The senior and team leader are across all team roles and can jump in to help as required. We work in a truly fluid environment with a focus on service delivery, cross-skilling and personal development. Council supports the team with flexible hours, work from home options as well as an organisational culture that is unsurpassed.