AGENDA

Meeting of the Strategic Planning Committee of Council

To be held at the

Civic Centre

511 Burwood Highway

Wantirna South

On

Monday 8 August 2022 at 7:00 PM

This meeting will be conducted as a hybrid meeting

Order of Business

Bruce Dobson

Chief Executive Officer

1   Apologies

2   Declarations of Conflict of Interest

3   Confirmation of Minutes

Confirmation of Minutes of Strategic Planning Committee Meeting on Monday 11 July 2022

4 Considering and Ordering Upon Officers' Reports

4.1 ICT Capital Works Report

SUMMARY: Chief Information Officer, Scott Coleman

The regular ICT Capital Works Report shows projects on Council's ICT Capital Works Program and indicates the monthly status of each project at July 2022 month end.

RECOMMENDATION

That the Committee receive and note the monthly ICT Capital Works Report.

1. INTRODUCTION

This report summarises Council's ICT Capital Works Program for the 2022/2023 financial year. The aim of this report is to provide a regular and succinct status summary of each project over the last month. The Capital Works Report, as of 28 July 2022 is attached in the Confidential section of this agenda.

There are 20 projects which make up the ICT strategy:

- **In progress (10):** Early Years, Corporate Reporting, Digital Customer Channel Transformation (Intranet Redevelopment), Active Aging, Asset Management Information System, Enterprise Integration Platform, Master Data Management, Spatial Capabilities Project.
- **Completed (6):** HR Systems, Community Engagement Platform, Facilities Booking (Phase 1), Business Intelligence, Digital Customer Channel Transformation (Website Redevelopment) and the Pathway Program.
- **Yet to commence (4):** Digital Customer Channel Transformation (Phase 3 customer portal), CRM and Cloud Migration projects, External Facilities Booking (Phase 2).

Completed projects have realised significant benefits to date as time/cost savings which can be used by the business for more value-adding activities which contribute to quality service provision. Improvements in the digital solutions used by the community ensure that they are involved in decision making (e.g. Community Engagement Platform) and can easily access information and services through our new website and Pathway enhancements.

In addition to the individual projects, the establishment of data and enterprise architecture practices are fundamental to the maturity of our solution and service design. IT has been working to create rigour in these areas whilst maintaining delivery of the in-progress projects.

Significant highlights within the last month:

- **Early Years Project:** Contract negotiations are underway with the preferred vendor following due diligence completion in July 2022, with delivery activities due to commence in August 2022.

- **Corporate Reporting Project:** Business Case approval has been received by ICT governance bodies in July 2022. Contract negotiations in progress. Project will pause for two months to allow for recruitment of business resources who will need to be involved in this project.

- **Digital Customer Channel Transformation Phase 2 (Intranet):** The scope document approval has been received by ICT governance bodies in July 2022. Request for Tender process is about to kick off for Build Phase. The ongoing operating model is in discussion ahead of ICT governance approval of the upcoming business case.

- **Asset Management Information System is progressing with challenges:** Project remediation continues with good progress being made on priority concerns. The project is currently re-planning a phased implementation.

CONFIDENTIALITY

Confidential information is contained in Attachment 1 in the confidential agenda, in accordance with Sections 3 and 66 of the *Local Government Act 2020* as the information relates to contractual matters; and the premature disclosure of the information could be prejudicial to the interests of Council or other persons.

Report Prepared By: **IT Program Coordinator, Shona Richards.**

Report Authorised By: **Chief Information Officer, Scott Coleman**

Attachments

1.   Council Report 28 July No Financials [**4.1.1** - 3 pages]
Confidential Attachment 1 is circulated under separate cover.

Project Name, Description & Status
Active Aging System Platform This project will review key systems and processes currently used by Active Aging community, to improve their experience and optimise the data shared with other systems. Work will recommence on this project across August/September with a Business Analyst to workshop opportunities identified in the kick-off workshop. The current vendor will be approached for a demonstration of the latest version capabilities.
Asset Management Information System Council's current Asset Management Information system 'Lifecycle' is a critical tool to manage Council Assets. This project is to replace the current Lifecycle system with 'Confirm' a contemporary, modern, well supported and compliant system equivalent that meets Council's current and future needs. The 'Confirm' solution is market leading, innovative, and flexible in managing the broad range of Council asset classes and provision of services in the most effective and efficient manner. The project remains in remediation, following slippage of the implementation dates in late 2021, with delays pushing planned implementation dates into the middle of this calendar year for Phase I and Phases II & III into 2023. The recent focus of the project team has been on reducing the risk levels on the project, in particular data quality, integrations and training. Testing of how the system integrates with other systems within the council is currently underway. Good progress has been made in finalising the change management and training plans. A revised project timeline will shortly be submitted for approval by Steering Committee, and once approved will be communicated to all stakeholders.
Business Intelligence The Business Intelligence Project aims to build and continually improve Council's Business Intelligence (BI) capability, and work with the business to develop BI solutions which provide crucial insights to drive improved strategy development, evidence-based planning and business improvement. This project was completed in 2021. The Business Intelligence (BI) Project has finalised its set objectives to enable Council teams with BI and Analytics capability by implementing a structured approach to address BI and data related requests. Through the project implementation a total of 16 use cases across 11 departments were delivered over the last 12 months. Power Users were identified and provided with advanced training on BI tools. The Strategy and BI team will continue to support business on BI and Analytics requirements following project closure in July 2021.
Cloud Solutions This project aims to prioritise migration of key solutions from on Premise to the Cloud. Cloud solutions increase operation and storage flexibility of our IT systems, improves business continuity risk, improves staff accessibility, and ensures ease of regular automatic updates. Cloud solutions reduces maintenance cost of hardware, software, resource and energy costs. In early 2022 with a review of network architecture commenced as a precursor to the project commencing, then a vendor consultant will be brought in for a migration strategy to move remaining solutions from On Premise to Cloud in early 2023.
Community Engagement Platform Assisting Strategy and Business Intelligence to deliver a centre-led community engagement approach, which includes effective processes, tools, data management and technology integration. This will be supported by a new community engagement digital platform to facilitate external and internal engagement. Together the project will deliver improved outcomes to the community, by ensuring that the community voice is included in decisions made by Council. This project was completed in February 2021, when the Knox "Have Your Say" platform went live. The solution underpins the policy and framework for Knox's engagement with the community on decision making that affects them. Additional staff awareness sessions and on-demand training are available to support the ongoing use of the tool.
Corporate Reporting Solutions The Corporate Reporting Project will deliver process and technical solutions for management of key strategic plans, frameworks, audit compliance, risks, policies and delegations. This month the project Business Case was approved by the ICT Steering Committee and endorsed by the ICT Governance Committee. Savings of $260K will be returned to the portfolio and the budget re-baselined. Policies and Delegations have been added to scope, with OHS, Injury Management and Insurance confirmed as out of scope. Contract negotiations are being finalised. The project will be put on hold to allow for recruitment of vacant positions ahead of beginning delivery phase. The schedule will also be re-baselined in line with the Business Case timeframe.
Customer Relationship Management Customer Relationship Management refers to all strategies, techniques, tools, and technologies used by Council for effectively

servicing our community-based customers.

This project is now due to commence in late 2022 in line with the completion of the Customer Experience Strategy expected in October 2022.

DCCT Program - Ph-1 Website Redevelopment
Digital Customer Channels Transformation Program. The project replaced the existing website, with a new digital solution which delivers a quick, convenient and rewarding digital interactions with Council. Content on the site was refreshed and a new operating model agreed to ensure the website meets Community expectations into the future.

This project was completed in June 2021 following the successful deployment of Council's new website. Ongoing support has been handed over to the newly established Digital Experience Team. All final project tasks including the decommissioning of the old website have been completed.

DCCT Program - Ph-2 Intranet Redevelopment
Digital Customer Channels Transformation Program - Phase 2 Intranet. This project replaces the current staff intranet with a contemporary digital solution, enabling staff to efficiently connect with colleagues, information, ideas and systems across Council.

In July the Project Scope document was approved by ICT Steering Committee and ICT Governance Committee. A Change Request for Content resources was also approved thus starting the recruitment process. RFT documents are in progress for the build phase vendor contract.

DCCT Program - Ph-3 Integration Phase
This phase will expand on earlier delivery of the Digital program, with the implementation of a secure portal to Knox staff, a Knox business hub and additional integration with Knox systems.

The phase will commence 2023.

Early Years Platform
The Early Years Project will review service requirements, ensuring the correct solution is in place to meet process and technical requirements whilst delivering a better experience for our Kindergarten and Childcare communities.

The preferred vendor to provide the new solution to support Kindergarten and Long Day Care services has been selected and advised. Contract negotiations have commenced. Project kick off is planned for mid-August 2022.

Enterprise Integration Platform
The Enterprise Integration Platform project seeks to reduce the overall complexity of our technical environment with a single enterprise platform that will support KCC's vision of sustainable integration capability.

A review of the product solution is currently being conducted and a key design decision is being developed in order to progress and commence the proof-of-concept activities. The Project Board for the Proof of Concept has been established commencing late August.

Facilities Booking Solution - Phase 1 Staff Room Bookings
The project has successfully implemented a contemporary facilities booking solution called Primavira, to facilitate staff bookings of Civic Centre function rooms, fleet vehicles, staff meeting rooms and staff meeting rooms in Knox Community and Leisure Centres (50+ additional rooms available for staff reservation).

This project was successfully completed in 2019.

HR Systems
The Enhancing our People Systems project is made up of three work packages 1. PageUp Recruitment, Learning, Variations and Onboarding, 2. Humanforce Time & Attendance and 3. PageUp Performance and Succession

This project was completed in 2021. New systems are in place for Recruitment, Learning, Onboarding, Time and Attendance, Performance and Succession Planning. Formal handover has occurred with Strategy, People & Culture.

Master Data Management
Master Data Management (MDM) is a cultural change program focused on the collaborative effort between service areas, people, systems and processes to form a common understanding of how the Council will maintain and support key datasets.

KCC initiated the Master Data Management (MDM) project mid-2020, where a vendor supported capability assessment was completed across Council. The project recommended the onboarding of a data architect which has been actioned and who is now taking the lead on forming our data management strategy. Following the completion of the organisational restructure an ongoing sponsor will be confirmed and a project manager recruited to restart the project and drive outcomes.

Pathway Program

This program delivers enhancements to the Pathway system, which manages customer requests and enquiries, rates, payments, infringements, animal registrations and permit and renewal applications. The key outcomes include developing online services with an improved customer experience, enable seamless integration between systems, and optimise the use of available functionality within Pathway such as dashboards and electronic document delivery.

The ICT funding for Pathway enhancements has concluded and ongoing development transitioned to BAU operations in September 2021. The program has delivered significant benefits to Council. IT will continue to support Pathway and ePathway development as a core application at Knox.

Project Management Office

Project Management Office oversees quality aspects of the overall Portfolio of ICT. The PMO is used for PMO resource costs, and non-project specific charges, including annual leave and admin/team activities.

The budget for this function continues to be managed according to plan.

Project Management Office - ICT Governance

This budget allocation is to cover costs associated with ICT governance including independent members of the ICT Governance Committee.

The allocation continues to track to plan.

Spatial Capability

Spatial information is all about the location of people, properties, and objects. Council uses spatial information to better understand its community, assets and resources and ensure that it provides the high-quality services, policies, and programs. This project centres on how to increase spatial capabilities across a range of functions across council.

The existing GIS systems were successfully upgraded in June 2020, with the business users now taking advantage of improved functionality for Intramaps and QGIS. In February 2022 discussions have recommenced about Spatial Capabilities being delivered alongside a GIS platform replacement, given the current solution provider having mandated a move from On-Premise to the Cloud in June 2023.

4.2   Proposed Grounds Lease - St Johns Ambulance Australia Vic Inc

SUMMARY: Acting Manager Strategic Procurement and Property, Paige Kennett

This report recommends the signing of a new five-year ground only lease with St John Ambulance Australia (Victoria) Inc. for Council property at the rear of 136 Boronia Road, Boronia.

RECOMMENDATION

That the Committee resolve to:
1. Enter into a new lease agreement between Knox City Council (Lessor) and St John Ambulance Australia (Victoria) Inc. (Lessee) at the rear of 136 Boronia Road, Boronia (being part of the land contained in Certificate of Title Volume 6520 Folio 179 LP 12023) commencing 9 August 2022. The lease will be for a period of 5 years, and the annual rental being $229 inc GST, plus outgoings (excluding rates), increasing annually in accordance with Council's adopted Fees and Charges;
2. Authorise the Chief Executive Officer (or such person as the Chief Executive Officer selects) to sign and seal all lease documentation required to execute the lease.

1. INTRODUCTION

St John Ambulance Australia (Victoria) Inc. have been leasing the ground at the rear of 136 Boronia Rd, Boronia where their self-funded and maintained building is located. This report comes to SPC for consideration to renew the lease agreement with St John Ambulance Australia (Victoria) Inc.

2. DISCUSSION

St John Ambulance Australia (Victoria) Inc. is a charity in the Australian community which provides invaluable community services to persons in sickness, distress, suffering or danger. They support their charitable work through a strong and diversified commercial operation, operating as a certified Social Enterprise.

St John Ambulance Australia (Victoria) Inc. – Knox Combined Division, which currently operates from the St John Ambulance Hall at the rear of 136 Boronia Road, Boronia, aids the Knox community by offering a range of services including a strong Youth Division, attendance at public functions and involvement in times of disaster (e.g., bushfires, floods).

St John Ambulance Australia (Victoria) Inc. has had an agreement with Knox City Council for the occupancy of the land at the rear of 136 Boronia Road for a period in excess of 20 years. They built the Hall on this land and have sole responsibility for same.

The key principles in the ground lease agreement are:

USE OF PREMISES - Activities associated with the operation of the St John Ambulance Australia (Victoria) Inc. – Knox Combined Division including storage of equipment, medical supplies and vehicle(s) and training of members and the public.

LENGTH OF AGREEMENT - 5 years

LEASED AREA - The land known as the rear of 136 Boronia Road, Boronia, being part of the land contained in Certificate of Title Volume 6520 Folio 179 LP 12023.

LEASE FEE - $229 per annum inc GST plus outgoings (excluding rates) payable annually in advance of or before the Commencement Date and thereafter on each anniversary of the Commencement Date.   The fee will be increased annually on each anniversary of the Commencement Date during the Term in accordance with Council's adopted fees and charges.

3. CONSULTATION

As the lease is less than 10 years and the annual market rental is less than $100,000, there is no requirement under the Local Government Act 2020 to advertise. Officers have consulted with the property department, and the current tenant to confirm compliance with the current agreement.

4. CLIMATE CHANGE CONSIDERATIONS

Implementation of the recommendation is considered to have no direct implications or has no direct impacts upon Council's Net Zero 2030 target, the Community Net Zero 2040, exposure to climate risks or climate change adaptation.

5. ENVIRONMENTAL/AMENITY CONSIDERATIONS

No environmental / amenity impacts have been identified.

6. FINANCIAL & ECONOMIC IMPLICATIONS

The current agreement in place is for $229 inc GST plus outgoings (excluding rates).
The increase to the annual fee aligns with the Council adopted Fees and Charges each year.

7. SOCIAL IMPLICATIONS

The continuation of the lease with St John Ambulance Australia (Victoria) Inc. in Boronia provides on-going continuity of support and service to our local community.

8. RELEVANCE TO KNOX COUNCIL PLAN 2021-2025
Civic Engagement & Integrity
Strategy 5.3 - Ensure our processes are transparent and decisions are accountable.

9. CONFLICT OF INTEREST

The officers contributing to and responsible for this report have no conflicts of interest requiring disclosure under Chapter 5 of the Governance Rules of Knox City Council.

10. CONFIDENTIALITY

There is no content in this report that meets the definition of confidential information from the Local Government Act 2020.

Report Prepared By: **Acting Manager Strategic Procurement and Property, Paige Kennett**
Report Authorised By: **Director, City Strategy and Integrity, Matt Kelleher**

Attachments
Nil

5   Motions for Which Notice has Previously Been Given

6   Supplementary Items

6.1   Knox Central Precinct Rezoning

7   Urgent Business

7.1   Urgent Business

8   Confidential Items