

Workshop Program

Tuesday 4 September 2018 commencing at 6.15pm
Prospect Town Hall, 126 Prospect Road, Prospect

Workshop Chair: Cate Hart, Chief Executive Officer

Workshop Opening

- Apologies
- On Leave

Page

Notes from previous workshop 3

Workshop Items..... 6

1. 2018 Prospect Spring Fair Update 6

2. Facilities Booking System..... 6

3. Draft Information Technology Strategic Plan 2018-2021 + Demo Portal..... 9

4. Depot Relocation – Status Report..... 11

Future Workshop and Council Agenda Items..... 13

Meeting Close

Workshop Guidelines

The following details provide an overview of the procedures to be observed:

1. The Workshop will be held on the first and second Tuesday of each month, other than January of each year, between the hours of 6.15pm and 9.30pm (commencing with a light meal for elected members and staff), for the term of the Council or until the Council determines to discontinue the Workshop structure.
2. The need for extraordinary Workshops will be assessed and determined by the CEO.
3. The Workshops will be held in the Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082.
4. The time, date and location may be subject to change by the CEO where necessary.
5. The Workshops will be open to the public and media. Notice of a Workshop and the program for a Workshop is to be placed on the Council's website.
6. A confidentiality declaration may be determined by either the Council or CEO in accordance with Council's Informal Gatherings Policy.
7. No decisions will be made at the Workshops. There will be the opportunity for discussion and questions and answers only, and the provision of guidance to the Administration.
8. The CEO or proxy will convene and chair the Workshop to ensure the smooth running of the meeting. The proxy will be determined by the CEO on a needs basis.
9. All Elected Members will be encouraged to attend.
10. The CEO will ensure the Program and papers for the Workshop, which will include Agenda items for the following Council Meeting, will be provided to members by the Friday preceding the Workshop to allow time for members to read the reports and prepare their questions prior to the Workshop.
11. Notes will be made of the general issues and items covered by the Workshop, given that no decisions can be made, and distributed to Elected Members for information.
12. The format for the Workshop may vary on a meeting by meeting basis and could include training, planning, presentations, and discussions.
13. The format for the Workshop will be determined by the CEO.
14. External parties may make Presentations/deputations to the Workshop, subject to prior agreement by the CEO.
15. Elected Members, employees and consultants will be required to disclose any financial and/or conflicts of interest in matters to be discussed. The disclosure of such interest and participation in the Workshop will need to be made as if the matter was considered in accordance with the Local Government Act 1999. A record of the disclosures of interest will be made and maintained by the CEO.

Workshop Protocol

The protocols are a set of guiding principles that aim to achieving enhanced, meaningful engagement of members and to facilitate an equal and equitable participation of all members.

The individual members commitment to active listening and disciplined talking, displaying both courtesy and respect to other members is paramount.

1. The Chair ensures that every members' input is heard and not overlooked or lost, and will enforce a limit on speakers' time when it is best required.
2. No rank and/or officer position of administrative or governance authority recognised within the workshop (except for the Chair), and protocols are enforced when deemed necessary.
3. Members and staff are to be addressed by their first name and not by their title of office they hold.
4. Discussion must be focussed on the issues and matters being the subject of discussion.
5. One member speaking at a time is a right, and must be enjoyed by all members.
6. Interrupting another member speaking is not desired and members are encouraged to exercise restraint for the benefit of all concerned. Equally, there should be no dialogue between members and person(s) in the gallery that interrupts the workshop discussion.
7. No ridicule, blame or shame to be expressed and/or exchanged during the workshop and care should always be taken with the words used in debate.
8. Problems and solution expressed by members are a healthy part of the discussion and may lead to positive outcomes, and should not be frowned upon but rather encouraged.
9. Although it is not a decision-making forum, it is an important part of ensuring a well-informed and enhanced decision-making process for Council.
10. The imperatives for a successful conduct of these workshops are that all members need to work together, displaying courtesy and respect to each other.

It is important that all members recognise the above list of protocols is not about rules; protocols are a set of guiding principles that are agreed on and committed to by all participating members.

Notes from previous workshop

Notes from Workshop 14/08/2018

Chair: Cate Hart, Chief Executive Officer
Present: D O'Loughlin, K Barnett, T Evans, M Standen, M Larwood
Apologies: A Harris, M Lee, M Groote, A De Backer

Notes from previous workshop held on 07/08/2018

- Taken as read.

1. Community Service Awards Program

Staff provided an overview of current arrangements for the Community Service Awards program and an analysis of those aspects of this program that are working well and those that may be improved. Importantly, staff reiterated the separateness of Council's Community Service Awards, which are wholly initiated, administered by Council and the Australia Day Citizen of the Year Awards which are an initiative of the Australia Day Council, administered locally by Council.

A round table discussion of Elected Members included general support for the continuation of the program though it was acknowledged that the criteria needed to be clarified to ensure that the value and integrity of each award is maintained, particularly for the Freedom of the City Award.

Questions and Comments by Elected Members

- The Local Business Award should include a criteria to clarify that contributions being made for the benefit of the local community are more than good customer service; although it is recognised that the relationships built around our retail interactions add to the our sense of community and belonging.
- Some concern that those unsuccessful nominations to the Australia Day Awards are automatically referred to receive a Community Service Award under Council's program.
- There is a need to ensure accurate information is received from the nominee to assist with the assessment process, possibly include referees (for the person being nominated) as part of the nomination form.
- What other awards exist? Would these awards be better suited to our requirements? I.e. Premiers Award
- Cr Barnett provided detailed commentary for alternate award categories e.g. Consider changing Freedom of the City Award to Lifetime Achievement Award.
- Consideration should be given to career achievements rather than focus only upon voluntary contributions.
- There was general agreement that the Freedom of the City Award criteria is outdated and should be reviewed.
- General agreement that a strength of the Awards programs is how local residents, Clubs and Community Groups nominate award recipients i.e. the program is 'community owned' and Council simply administers the outcome. However, this raises the question of whether or not Council should filter or determine the recipients and instead simply confirm each nomination, particularly those from Clubs and Community Groups.

Next steps

- Staff to investigate and complete an analysis of other award opportunities i.e. Premiers Award that may be used instead of Council's awards program.
- Staff to convene a Focus Group comprised of those residents who have been involved within the program both as a recipient of an award and those who have submitted nominations.
Questions may include:
 - What is working well for the program?
 - What could be improved?
 - Suggested alternative Awards?

- Staff to arrange an opportunity for Mayor David O'Loughlin, Cr Kristina Barnett, Cr Allen Harris and Cr Matt Larwood and relevant Council staff to meet and consider the input provided by residents during the above mentioned focus group, findings from staff investigations into other award opportunities and further discussion of the points raised during this Workshop item.
- If the awards are to be presented during National Volunteer Week in May 2019 the policy /guidelines need to be endorsed not later than January 2019 for promotion in mid-February, with recommendations going to an April Council Report in time for the award presentation at the May event.

2. CLIC Transition Stage 2

Nathan Cunningham introduced Darren Starr to present the objectives of Transition Stage 2 of 3. The Transition Group has been established to investigate relocation options to accommodate Town Hall staff based at Prospect Road, as well as regular users of the community events space. Darren presented the various options and potential locations for locating staff and services and highlighted the pros and cons to seek Elected Member feedback and comments. Intention is to relocate staff by mid-December 2018.

Questions and Comments from Elected Members

- What date can the renovated Town Hall be utilised as part of CLIC? *This date is yet to be confirmed.*
- In relation to CHSP staff being located at Nailsworth Hall, previously concerns were raised by CHSP regarding where clients would go, is this still a concern? *CHSP now has a more limited amount of client contact (e.g. they don't undertake clients assessments) and this is no longer an issue.*
- As part of relocating CHSP staff to Nailsworth Hall, will there be an alternative entrance? *Yes a rear entrance is available for staff who require a second access point.*
- If a temporary building were positioned on Prospect Road what staff would be positioned there? *Customer Service*
- If a temporary building, (ATCO Hut) were placed on Prospect Road as an office, would security be present for protection? *No security would be present in the area and rest room facilities would need to be added. A duty of care is required for Customer Service staff so options will require further investigation.*
- Concerns were raised with the option of using an Atco Hut in Vine Street Plaza due to the high traffic volume near Cibo Café. *Staff do not recommend the placement of a temporary building on Prospect Road.*
- Do employees require a work desk during this process, or can they work from home? *Staff will not be working from home over the 8-9 month period. Requests for staff to work from home would need to be considered in the context of site assessments to meet the WHS requirements.*
- Vacant commercial sites on Prospect Road were considered as a temporary solution although commercial lease rates and necessary fit-out make these options difficult. *These options were considered to be cost prohibitive.*
- The Thomas Street Library has been presented as a solution for staff accommodation, are there additional car parks facilities for this area? *There is a vacant block adjacent the library and Council is contacting the owner to discuss potential opportunities.*
- How many additional people would be located in Thomas Street Center, are there too many people in the one space? *There will be 11 extra staff in Thomas Street, 4 in Nailsworth Hall and 8 at Walkerville, the team have explored all options; one of the pressure points are toilet facilities and the kitchen.*
- Should the Toy Library area be used for staff offices and need to be relocated, what will the retrieval system be? *The retrieval system will be a catalogue system, there is potential for the Atco to house this library hut, however it will depend on where the hut will be located.*
- Is there an opportunity for toy browsing? *If the library is located to another space within Thomas Street.*
- It is concerning that there is a lack of meeting spaces. *Council will have to utilise all spaces carefully during this period.*
- What cost implications will there be from this relocation? *Identified implications include IT costs, moving costs and workstation fit-outs.*
- Alternative accommodation options were suggested including the Druids Hall on Rheims Street, the ABC building, Casa Demolisa on Churchill Road and any underutilised clubs.
- Can the cottage be used as a lunch room and as bookable room in-between? *Yes this can be arranged with an access area in the outdoor courtyard area.*

Next Steps:

- Elected Members in support of the integration of library and Customer Service spaces.
- Lack of support for a presence on Prospect Road due to WHS & Safety concerns, although a pop up presence in the area on occasion was suggested.
- Members consider that a browsing system for the Toy Library be retained.
- Council to further explore the above options and locate areas for parking and the Toy Library.
- Administration to present notes at the Transition Team Meeting and work through the next stage of options.

3. LGA 2018 Annual General Meeting – Notices of Motion

Ginny Moon introduced Jo Tanti to present on the Annual General Meeting – Notices of Motion. Jo facilitated discussion to seek direction on proposed motions from Elected Members with a view that a report be provided at the 2018 Annual General Meeting of the LGA and tabled at the August Meeting for endorsement.

Proposed Motions – Discussion

- Can a waste management model be implemented from a strategic long term perspective? Alternatives should be investigated to create a policy.
- A coordinated approach needs to be explored between councils for waste management eg. waste to energy.
- A roadmap should be created for what South Australia plans to do with sustainable waste management, with a focus on waste management models within local government.
- There is support to put forward a motion or resolution that Council commits to 'procurement' and 'use of recycled products'.
- Would like to see waste contracts have flexibility and be reactive.
- The biggest change Council can make is to collective waste. Kerbside waste is recognised an issue, can we contribute to an end result?
- Can Council develop an amended procurement strategy to facilitate, and the LGA implement it?
- Furthermore can Council participate in already facilitated programs, and this could be showcased at the next ordinary meeting.

Proposed Motions – Discussion

- Can the LGA investigate models for affordable housing provision including planning impacts?
- There is an opportunity for architects to look at new deliberative housing models. This can prompt professionals to come together and propose better design outcomes that meet current socio economic needs.
- Councils could encourage more multi-residential housing eg. The Nightingale model.
- Local government can encourage this proposal by initiating collaborative relationships to produce housing models for those in need. Additionally, making better use of land supply, thus better utilisation of housing designs.
- This opportunity could be combined with the planning reform initiative (submission 2)
- A solution to the proposal would require investigation, to avoid industry exploitation.

Next Steps:

Council Administration drafts the proposed Motions for inclusion in a report to Council for the August meeting.

Workshop closed at 8:45pm

Workshop Items

1. 2018 Prospect Spring Fair Update

Responsible Director: **Nathan Cunningham, Director Community & Planning**

Expected Duration: **30 minutes**

Presented by: **Grace Coy, Community Events Coordinator**

The purpose of this Workshop is to provide an overview to Elected Members on the ideas and plans in place for the 2018 Prospect Spring Fair at Broadview Oval on Saturday 27 October 2018.

Attachments:

Nil.

2. Facilities Booking System

Responsible Director: **Chris Hannaford, Director Business & Innovation**

Expected Duration: **45 minutes**

Presented by: **Chris Hannaford and Daniel McCullen (Co Founder SpacetoCo)**

Executive Summary

City of Prospect has been working on a Digital Transformation Initiative for over 2 years. After some exploration the project focused on a Facilities Booking System. Three studies were undertaken to develop a solution:

- *Digital Transformation Initiative* – Gyre Digital – September 2016

This report sought to develop an alternative Innovation Ecosystem for Local Government.

- *Places and Spaces* – Loftus IT – July 2017

This report scoped the needs for a Facilities Booking System which sought a staged approach to application development e.g. build the software from scratch.

- *Review of Facilities Booking System* – October 2017

This report sought to quantify the risks of developing a Facilities Booking System

The cost for a Facilities Booking System was scoped by Loftus IT at \$436,499 or \$62,357 for each of the participating seven Councils.

The proposed cost of developing a Facilities Booking System from scratch and associated risks resulted in the withdrawal of support for the project from the other Councils. As a result City of Prospect undertook to identify existing software that met the needs of Council to book facilities and parks. In particular, a simple cashless system was needed for our new Community Hub Library and Innovation Centre (CLIC).

Facilities Booking System Project Stage 2

A Facilities Booking System for Local Government is still needed, as such a Facilities Booking System Project Stage 2 is now being undertaken. The key issue with the previous approach was that it sought to develop software from scratch. Since the completion of the above reports several off the shelf products have been identified.

Recently, City of Prospect has been working with the LGA and other Councils to develop a more cost effective solution. SpacetoCo are a WA startup who have won several awards for a Facilities Booking System that they have developed.

It is proposed to undertake a Facilities Booking System trial in Prospect with SpacetoCo using our existing parks. This Council Workshop will identify key issues and seek to develop a solution to the Facilities Booking System. In particular, Council will be provided with a presentation from Daniel McCullen. He will provide an overview of how the SpacetoCo system can work for Prospect.

SpacetoCo Trials

Early in 2018 Council became aware of other systems that were already in the market place. SpacetoCo were one company identified and a Skype interview was held with Council staff and SpacetoCo. After a viewing of the system it was proposed to bring together those Councils who were originally involved in the project with other Councils who had expressed an interest in the system and the LGA to evaluate the SpacetoCo option. Three meetings with SpacetoCo, the LGA and interested Councils have been held.

To date two steps have been undertaken:

1. City of Prospect, with Tea Tree Gully and the LGA have lodged an application for funding under the Local Government Research and Development Scheme to evaluate the Facilities Booking System.
2. Proposed to undertake a trial of the SpacetoCo Facilities Booking System in the City of Prospect.

Local Government Research and Development Scheme (LGR&DS)

Funding is being sought under the LGR&DS for a Facilities Booking System Project Stage 2. It will seek to evaluate the trial of SpacetoCo currently being initiated in Tea Tree Gully and soon to be initiated in Prospect Councils. In addition, it will also assess SpacetoCo with other similar system such as *Venues Everywhere*. As such the LGR& D project has three key steps:

1. Evaluate up to five existing Facilities Booking Systems;
2. Evaluate an existing trial of the SpacetoCo system;
3. Determine if any of these systems could be used across SA Local Government and if there is ability for the LGA to take a percentage of the booking fees in return for a whole of sector engagement and management of the system.

SpacetoCo Background

SpacetoCo is a sharing economy platform for the short term hire of facilities. SpacetoCo is similar to Airbnb for booking of facilities. As such it can be used to book Council facilities church halls and private function rooms. For those looking for space, it allows people to find what they need for any activity. For those with Space, it gives them an opportunity to market their space for an hourly price, and reduces administration costs associated with taking bookings.

SpacetoCo began taking bookings in July 2017. In November 2017, SpacetoCo signed up the City of Vincent, and began making pivotal changes to its product to cater for the City Council market. SpacetoCo charges a 15% commission on all successful bookings. If the booking is cancelled, all funds are returned to the guest/user and the availability is returned back to normal.

SpacetoCo has been closely engaged with the City of Vincent and other Councils in the development of the software. This has enabled the Council Officer to have reduced involvement in the booking process as it can be all done online, while still enabling the Council Officer to provide the final approval.

Ensuring that the Facilities Booking System meets the needs of Council

It is important that the Facilities Booking System meets the needs of Council and particularly CLIC. A Facilities Booking System in Prospect needs to cover at least three areas:

- Council Parks and public spaces
- The new CLIC – for publically bookable spaces such as the *makers space*
- Council facilities that are sublet to other organisations.

To ensure that the Facilities Booking System is applicable to for CLIC the following eight new functions need to be tested and evaluated:

- Develop low cost Local Government solution to booking Council facilities
- Ensure that the system is simple to use and reduces administrative burden on Council for booking facilities
- Make the booking of facilities easier for the public and enhance the user experience, through a simple online system
- System needs to be cashless
- No or minimal developmental cost
- Ease to establish system for new CLIC by September 2019
- Engage and support local business
- Activate buildings that are sublet such as the RSL.

Current Booking System

Council currently has a manual based booking system. The system is reliant on an officer who works 3.5 days a week. The booking process is only one part (1.5 days per week) of the officers job description.

Some of the issues with the current system for booking our parks are that:

- It only operates when the officer is available
- There is no online capability
- There is no formal certificate to authenticate the recognition that person has booked
- There is no payment or transaction registration
- This could result in people booking a rotunda but finding it occupied.

In short there is no actual capacity to book a space formally.

Pilot Project in Prospect

Council has limited options to trial the project as all building facilities are either being refurbished under construction or let to existing organisations such as the RSL. The use of parks provide the opportunity to pilot the SpacetoCo and help set up a system that can be used for our new CLIC building.

It is proposed to trial in the SpacetoCo system in four parks to let the following facilities:

- Memorial Gardens – Sound Shell, Pavilion, Rose Bed
- Prospect Estate - Water feature
- St Helens Park - Rotunda
- Barker Gardens - Full Garden.

Major events, like booking a whole park such as St Helens Park would at this stage be booked separately. But at a later date the process would be incorporated into an online system.

An analysis of the bookings across the last year identified that weddings, birthday parties and business events were the most popular bookings with schools and family events the least popular.

While we do take bookings our current system does not guarantee a place and there is no formal registration or certificate to allow exclusivity of that park space.

It is also possible to more widely advertise the use of the booking system and link it with local businesses in the wedding and event space. These event businesses would need to be Prospect based and registered with Network Prospect.

Attachments:

Nil.

3. Draft Information Technology Strategic Plan 2018-2021 + Demo Portal

Responsible Director: **Ginny Moon, Director Corporate Services**

Expected Duration: **90 minutes**

Presented by: **George Pajak, Manager Knowledge and Information**

A. Draft Information Technology Strategic Plan 2018-2021

Between 2014 and 2017, City of Prospect engaged various companies and consultants to undertake reviews of City of Prospect's IT, Digital, and Communications policies and practices. While the scope of these reviews were fundamentally distinct, a number of issues and opportunities were uncovered. These reviews resulted in the development of the following documents:

- City of Prospect Digital Economy Strategy 2014-18 (Digital Mastermind 2014)
- City of Prospect IT Strategy (Vintek 2015)
- Communications Strategy (Fuller 2016)
- Applications Road Map (BRM Holdich 2017).

The Information Technology Strategy 2018-2021 combines these reviews with City of Prospect's Strategic goals and the Intelligent Community Forum (ICF).

Each of the reviews made a number of overlapping recommendations which broadly fall into seven themes which are broadly supported by City of Prospect's strategic goals.

The themes focus on seven strategic areas:

1. Training and upskilling staff
2. Flexible working
3. Digital government
4. Paperless Council
5. Digital community
6. Communications
7. IT Infrastructure and Services.

City of Prospect has also committed to the construction of a new Community Hub, Library & Innovation Centre (CLIC) on Prospect Road. In order for Council to meet its ambitions, the construction of physical infrastructure must be met by supportive IT infrastructure, software, and policies.

Between June and July 2018, the IT Strategy was presented in several workshops to the organisation for consultation and feedback. The workshops also included the gathering of staff IT requirements.

During this workshop, the IT Strategy will be presented and feedback will be sought from Elected Members.

B. Demonstration of the new Community Portal



City of Prospect's new Community Portal was launched in early August 2018.

The portal, accessed from Council's website, is an upgrade of City of Prospect's existing facility used to make payments and requests for services. Significant improvements have been made to this facility to help users register and interact online with Council.

The Community Portal has a contemporary and intuitive tile-based interface. Key features include:

- Self-registration that allows you to register as a user and link your account to assist with payments and requests for services.
- Quick creation of service requests. Registered users will have all personal details pre-filled when logged on.
- Specifying a location when requesting services by using Google Maps or alternatively by entering a street address.
- Viewing the status of your service request.
- Viewing the status of your planning application
- Rates and expiation payments.

During this workshop, a demonstration of the portal will be provided, highlighting the registration, request and query processes.

Attachments:

Draft Information Technology Strategy 2018-2021

4. Depot Relocation – Status Report

Responsible Director: **Simon Bradley, Director Infrastructure & Environment**

Expected Duration: **45 minutes**

Presented by: **Simon Bradley, Director Infrastructure & Environment**

Council is relocating its Thomas Street Centre (including Library, Gallery and Digital Hub) into a new facility to be constructed on the site of the existing Civic Centre (CLIC). The project also involves the sale of the Main North Road and Johns Road sites, and the necessary relocation of Depot operations.

Council Administration has established a Depot Relocation Transition Team (DRTT) to locate, analyse and secure the permanent relocation of the Depot from Johns Road to another site.

The DRTT will conclude its role and functions at a suitable time after the relocation of the Depot operations (i.e. two years) to provide continual review and identify opportunities for improvement of Depot operations. The DRTT is to be mindful of the budget constraints been given to the project by Council.

The DRTT has identified two options for further investigation:

Option 1: Lease of suitable private industrial land (located within City of Prospect or neighbouring local government area)

Option 2: Depot co-share (City of Port Adelaide Enfield; City of Adelaide; or City of Campbelltown)

Each of these options has their advantages and disadvantages which the DRTT Team is investigating.

This presentation is an overview of work undertaken to date. The Depot site will have to vacate in early 2019. A report providing an analysis of the considered options will be presented to Council in September 2018.

Attachments:

Nil.

Future Workshop and Council Agenda Items

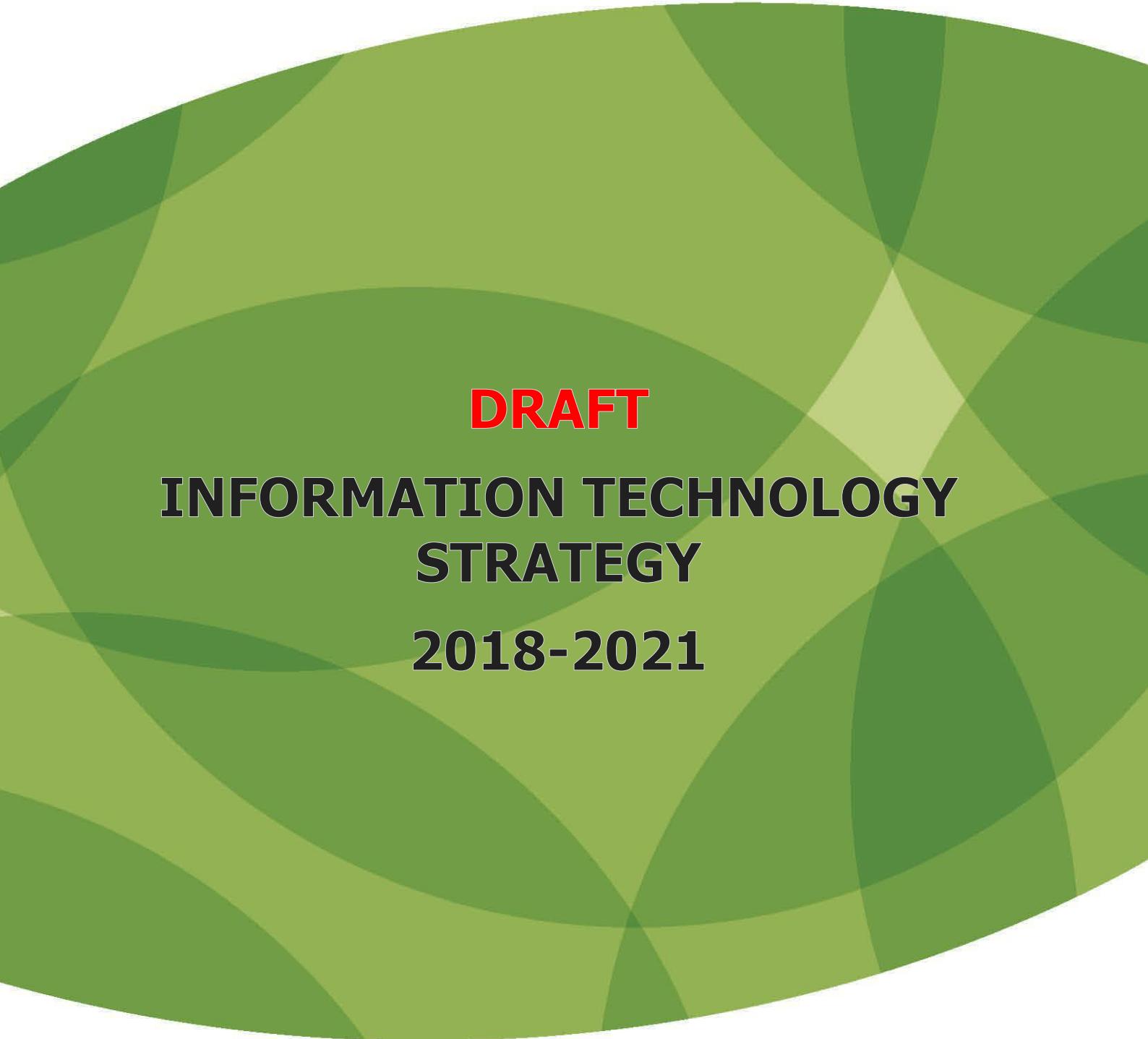
Members may seek advice as to the purpose, or intended resolutions planned for the next Council meeting. These items are subject to change.

Council Workshop 11/09/2018

- Heritage Review - Inquiry into Heritage
- Service Review - Customer Services and Library
- Reduction and Disposal of Plastic Items (Council Resolution 146/18)

Council Meeting 25/09/2018

- Audit Committee Chair - Verbal report (Corinne Garrett)
- Audit Committee's Work Program (Audit Committee Self-Assessment) & Set Dates of AC Meeting beyond Dec 2018
- Mayoral Monthly Report
- Draft 2017/2018 Financial Statements - Authorisation for Signing Post Audit
- Review of Community Service Award Categories
- Community Engagement Policy
- Response to Motions - Planning, Infill Development and Character
- Assessment of Residential Development Applications (Council Resolution 144/18)
- Facilities Booking System
- Reduction and Disposal of Plastic Items (Council Resolution 146/18)
- Depot Relocation Feasibility Study
- North Park Lands Upgrade Update
- Service Review – Library and Customer Services - Progress Report - TENTATIVE
- Memorial Gardens Traffic and Speed Management
- Azalea Street Public Realm Upgrade
- Removal of Pine Trees on Poltawa Terrace



DRAFT

**INFORMATION TECHNOLOGY
STRATEGY**

2018-2021



Reference Number:	CR18/19285
Responsibility:	Director Corporate Services
Responsible Officer (s):	Manager Knowledge and Information
Initial Adopted Date:	Council Date adopted
Last Review Date:	Enter date of last review or New Policy
Next Review Date:	Enter date for next review
Related Documents:	

Contents

INTRODUCTION.....	2
CURRENT STRATEGIES.....	4
CUSTOMER CENTRICITY	5
PROSPECT STRATEGIC PLAN 2016-2020.....	7
IMPLICATIONS OF CLIC	11
PRIORITIZATION.....	12
IT STRATEGIC PRIORITIES	14
ACTION PLAN.....	15

Introduction

Information technology continues to be a key component of how City or Prospect supports its residents, businesses, and staff within the organization. Consequently, technology has become omnipresent and plays an ever-increasing role in the daily lives of those in our community, both in and outside our geographic boundaries. Technology not only supports the demands of the organizational environment, the needs of our administration, the success of our local businesses, and quality of life of our residents, but also the well-being and safety of our entire community.

Councils are diverse information rich organizations, working within stringent record keeping and regulatory frameworks. As such, Councils require a wide range of technology based processes, resources and applications in order to gather and process information to meet the needs and expectations of internal and external stakeholders.

Knowledge and Information will continue to utilize the established governance structures to provide support and facilitate thoughtful investment and allocation of resources to meet the needs of the community. Our commitment to initiate an IT Strategic Plan and periodically review it, as the needs of our community change and new technologies become available, speaks to our ongoing focus on the expanded use of technology and its importance in all areas of the City.

City of Prospect is an organization delivering services to 21,000 residents through a strong corporate identity, underpinned by a pledge to integrity, commitment, teamwork, innovation, respect, and enjoyment as key corporate values.

City of Prospect's Strategic Plan to 2020 is focused on the four cornerstones of People, Place, Prosperity and Services with an eye to the day to day operations to lead the sector in service delivery whilst maintaining a strong focus on future prosperity. City of Prospect is committed to good governance, accountable and people-focused service delivery, responsible waste management and well maintained city infrastructure.

Each of the four cornerstones can be further defined by their areas of strategic focus, these are:

- PEOPLE – Know, empower, celebrate, educate, activate
- PLACE – Heritage, leafy streets, fabulous places, accessibility, environment, proximity
- PROSPERITY – More jobs, more investment, more activity, more vibrancy
- SUPPORTING SERVICES – Leadership, excellence in infrastructure, people focused, responsible.

City of Prospect has been recognised as one of the world's most intelligent communities by the North American NGO – the Intelligent Community Forum (ICF). City of Prospect is committed to the ICF's Framework. This framework is made up of six core principles:

1. Broadband
2. Knowledge Workforce
3. Innovation
4. Digital Equality
5. Sustainability
6. Advocacy.

Additionally, City of Prospect has committed to the construction of a new Community Hub, Library and Innovation Centre (CLIC) on Prospect Road. In order for Council to meet its ambition, the construction of physical infrastructure must be met by supportive IT infrastructure, software, and policies.

Between 2014 and 2017, City of Prospect appointed various companies and consultants to undertake rigorous reviews of City of Prospect's IT, Digital, and Communications policies and practices. While the scope of these reviews has been fundamentally distinct, they have uncovered a number of issues and opportunities. These reviews include:

- City of Prospect Digital Economy Strategy 2014-18 (Digital Mastermind 2014)
- City of Prospect IT Strategy (Vintek 2015)
- Communications Strategy (Fuller 2016)
- Application Road Map (BRM Holdich 2017).

Each of the reviews has made a number of overlapping recommendations. These recommendations broadly fall into seven themes which are broadly supported by City of Prospect's strategic goals.

The Themes Are Focused on Seven Strategic Areas of Importance:

1. Training and upskilling staff
2. Flexible working
3. Digital government
4. Paperless Council
5. Digital community
6. Communications
7. IT Infrastructure and Services

Current Strategies

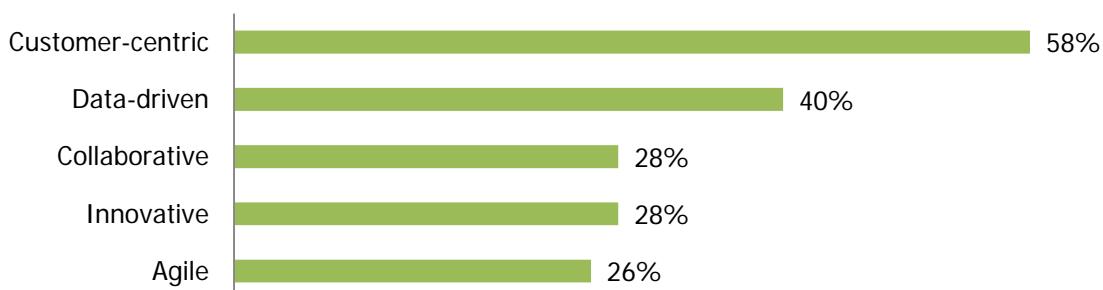
Collection of Recommendations				
	<u>IT Strategy Plan (2015)</u>	<u>Applications Portfolio & Roadmap (2017)</u>	<u>Digital Economy Strategy 2014-18</u>	<u>Communication Strategy</u>
1	<u>Training</u> Training on Internal Applications	Training for Applications (Champions)	Internal training and champions	Digital Communication training
2	<u>Flexible working</u> Citrix Upgrade (remote access) Evaluation of FaceMe Replacement (Zoom) BYOD Usage BYOD Policy	Citrix Remote access BYOD – remote desktop Internal messaging app Remote working profiles	Support remote working Virtual meetings	Internal messaging app
3	<u>Digital Government</u> Resident and Ratepayer Portal 0.4 FTE to maintain website Access and Delegations (.NET Database) SharePoint Workflows	Review CRM system - Extend to Depot staff - Extend to Customer portal Receiving module for Authority Public chat functionality Review/improve financial reporting Implement Workflow Software	Online customer portal Move to "one to shop" portal	CRM system Redevelop website Digital Forms Data protection policy Internal resource to update intranet and website
4	<u>Paperless Council</u> File Management & Document Sharing File Management for Images & Movies Review of Applications	Consolidate design/modelling licenses Image management Cloud file sharing Review Mapping software Online timesheets Music Streaming licence	Paperless Council	File management for Images & Movies
5	<u>Communications</u> Prospect App	Community engagement app Email to SMS application (TextMagic)	Pilot internet applications for council Review Network Prospect/B&I database (Active campaign & Zapier) Global Network (LinkedIn)	Segmented comprehensive database Online delivery - magazine Consolidate digital channels
6	<u>Digital Community</u> Prospect Business Hub		Business Hub	
7	<u>IT Services</u> Shared Services with other Council IT Business Continuity Planning		Shared IT services	

Customer Centricity

Through consultation, City of Prospect councillors have spoken of a desire for the organisation to deliver exceptional customer service using IT systems. To deliver on this vision, City of Prospect will need to adopt a customer-centric, design thinking led mode of operation to ensure the organisation provides positive customer experiences before and after transactions in order to improve customer satisfaction, organizational reputation, and efficiency.

Research carried out in the UK by Econsultancy has found that an organisations' biggest challenge to become customer-centric is not being able to share customer information across departments. The most important characteristics in establishing a truly "digital-native" organisation are for decisions to be customer-centric, followed by being data-driven.

Which characteristics do you think are most important in establishing a truly 'digital by default' culture?

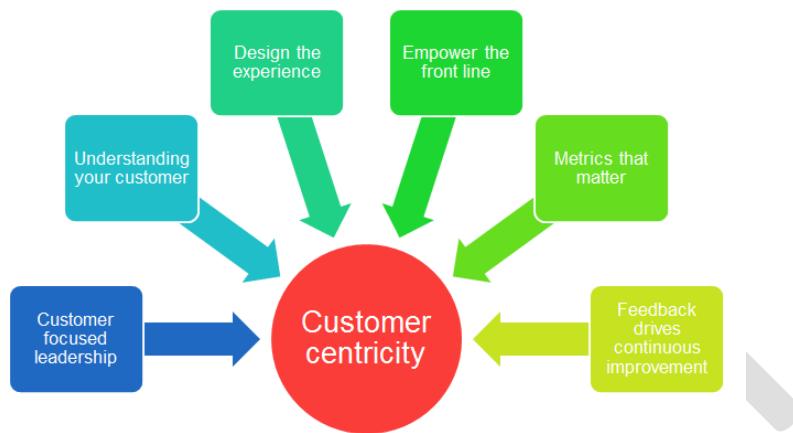


A customer-centric organisation offers more than good service; they spend years creating a culture around the customer and their needs, rather than perpetuating legacy processes and enforcing organisation and employee needs as the priority rather than the customers.

The shift from organisation-centric models to customer-centric has been an increasing business trend over the last decade. Customers have become more selective in which organisations they choose to engage with. High performing organisations have treated their customers with respect, with great service, and built a relationship with them that has led to deeper engagement and satisfaction over the long term. The presence of these organisations in the marketplace have set new benchmarks and shifted the expectations of customers. During this same period, social media marketing and e-commerce have exploded onto the marketplace, and mobile platforms became a major part of the expected customer journey. Customers can now engage with products and services in real time and across multiple devices, which has presented a huge challenge for many organisations with entrenched processes and methodologies. Face to face customer service is increasing as a backup for online service models.

What does it mean to be Customer-Centric?

Customer centricity is not just about offering great customer service. It means offering a great experience from the early awareness stage, through the transaction process and finally through the post-transaction process. It's a strategy that's based on putting customer first, and is the core of a business. Such an organisation will collect data to give a full 360 view of its customers. This data is then used to enhance the customer's experience.



Best Practices to becoming a Customer-Centric Organisation.

Customer-centric organisations create services and products, processes, policies and a culture that is designed to support customers with a great experience as they are working towards their goals.

Organisations that are committed to customer centricity are passionate, and truly believe the customer comes first, processes exist for the customer's benefit, not the other way around. Management inside customer-centric organisations understands what customers want, and use customer data to capture customer insights and share this across the organisation.

Organisations that are committed to customer centricity analyse, plan and implement a carefully formulated customer service strategy built around the organisation's website and face to face customer journey. They focus on what the customer wants and needs, and develop products and services around them.

City of Prospect collects a wealth of disparate data about its various customers (residents, businesses, and stakeholders). By codifying and explicitly committing to customer centricity, City of Prospect has opportunity to be an organisation which:

- can use customer data to understand behavior, interests and engagement
- can identify opportunities to create services or products for customers
- builds an online presence with customers at its heart, rather than communicating the organisation's perceived priorities.

Prospect Strategic Plan 2016-2020

Council's current strategic plan development and its business planning influence the communications tactics and outcomes of this strategy.

1. Training

Strategic Goal: 1.3.2. Lifelong learning opportunities are developed and promoted

ICF Framework: 2. Knowledge Workforce

In order for City of Prospect to improve efficiency, advance service delivery, and improve outcomes; employees must be supported through unified software packages, ongoing training, and responsive organizational policies. Each of the four consultant reviews has identified a lack of software training as an ongoing organizational issue. Each review has highlighted a need and strategic desire to commit to continuous training. It has been recommended that a group of trained/experienced software champions can act as a first point of contact for staff questions and act as subject matter experts. An additional review by Bee Squared identified an opportunity for staff to step outside of their usual day to day role and act as a subject matter expert. This would provide a development opportunity for more junior staff to extend themselves and enhance their experience.

2. Flexible Working Arrangements

Strategic Goal: 4. Services - Leaders of the sector providing efficient, responsive, accessible services.

ICF Framework: 2. Knowledge Workforce

3. Innovation

The shift to more flexible work arrangements is a growing trend across a variety of industries. The challenging working conditions created by the 17-18 transition period during the construction of the new Prospect Road Civic Centre creates an opportunity for City of Prospect to commit to a large organizational shift, such as the introduction of more flexible working arrangements. This can be achieved through the implementation of a 'Bring Your Own Device' (BYOD) policy, in which staff can use their own existing technology devices for work. A BYOD policy has the potential to lower the organization's IT expenditure.

City of Prospect is aspiring to introduce flexibility in staff working arrangements. This would have to include a policy commitment, a funding model (including an exploration of salary packaging), upgrading Citrix licenses to support remote access or utilise alternative technologies, and expansion of video conferencing capabilities.

3. Digital Government

Strategic Goal: 4.4.4. Improved systems & online services meet the needs of the community.

ICF Framework: 1. Broadband

3. Innovation

Customers and consumers are increasingly expecting to access services through online platforms. In 2014, then Premier Jay Weatherill declared the South Australian Government services (as they are individually reformed) would become Digital by Default. This declaration stated that government services will:

- be available online, mobile-ready, easy to use and accessible
- be designed with customers
- offer value for money
- transition existing services and paper-based processes to digital services.

This kind of transition is very resource intensive, requiring new software, infrastructure, policy creation and staff. This would include the creation of a “one stop shop” portal through the City of Prospect website, new Customer Relationship Management software, the creation and management of new digital forms (supported by SharePoint to automate), the creation of a data protection policy, all supported by additional staffing to ensure the website and portal are consistently maintained.

4. Paperless Council

Strategic Goal: 3.3. Leverage our digital advantage

ICF Framework: 2. Knowledge Workforce

3. Innovation

In order for City of Prospect to truly leverage its digital advantage, the organization must commit to an interruption to its current manner of work. The transition away and then back to Prospect Road has the potential to support such a large cultural shift. Currently, City of Prospect has an entrenched paper based working culture. Many documents and resources are held exclusively in hard copy, and staff frequently print new copies of documents to review, edit and then re-digitize. Over the course of time and number of staff, this is inefficient, both in time and cost. Additionally, many of the digital tools provided to staff are outdated and/or underutilized, such as City of Prospect’s GIS suite and 3D Modelling applications.

Moving forward, in order for Council to transition to a paperless digital environment, a variety of steps must be taken. City of Prospect must update and consolidate software, such as 3D Modelling software, as identified in the applications roadmap, review contracts for the management of software services such as GIS, and review software licenses. City of Prospect has recently invested in file, and image management software to improve access and use of the organization's digital assets; however, to fully utilize these software packages will (temporarily) require additional human resources to digitize and curate these files, images, and records.

5. Communications

Strategic Goal: 4.4.1. Open and accountable practices and decision making processes throughout Council's operations.

ICF Framework: 3. Innovation

6. Advocacy

For the residents and businesses in City or Prospect, clear, concise and timely information is required for Council operations to be viewed as open and accountable. In this respect, implementation of City of Prospect's Communication Strategy is vital, while investigating ways to reach more people, more often, more efficiently.

Key communications recommendations have focused on the creation of an organizational wide contact database. As the organization's communication needs are incredibly diverse, a comprehensive investigation of Customer Relationship Management systems and the creation of a data protection policy would need to be undertaken.

Additionally, consultants have identified the need for City of Prospect to use a Community Engagement Platform. In support of the CLIC project, Prospect have used the "Engagement Hub" platform to seek the views of the community.

6. Digital Community

Strategic Goal: 3.3.1. A high level of take up of high speed/high capacity technology

1.3. Active living for every age, every stage

1.3.2. Lifelong learning opportunities are developed and promoted

ICF Framework: 4. Digital Equality

2. Knowledge Workforce

To ensure the take up of digital technology and reduce technological inequality, the City of Prospect Digital Hub Program was established in 2013 and originally funded by the then Department of Communications. Since 2013, this highly popular service has conducted over 10,000 training sessions promoting digital literacy, the use of smart devices, and internet based services delivered to both groups and individuals.

The new Community Hub, Library and Innovation Centre (CLIC) will provide a plethora of collaboration opportunities with other teams within the organisation, and potentially businesses along Prospect Road. In order to harness these opportunities, and provide a space that is able to meet the needs of future digital learners, the Digital Literacy Team would like to replace their fleet of aging previously federally funded PCs with laptops and tablets, large video screens and digital signs, and an audio recording booth.

This service has been completely re-scope and scaled back during the transition to the new CLIC. How this service will be delivered in the CLIC and the technological requirements for the new look digital hub must be clearly identified and resourced.

7. IT Services

Strategic Goal: 4. Services – Leaders of the sector providing efficient, responsive, accessible services.

ICF Framework: 3. Innovation

Other South Australian LGAs have successfully realized savings through the sharing of IT services. It has been recommended for future IT services purchases, that Council investigate any possibilities to share the service with other councils, in an effort to similarly realize savings.

City of Prospect will investigate opportunities to migrate IT services to the cloud. Cloud migration is the process of moving data, applications or other business elements from an organisation's onsite servers and computers to the cloud. Organisations embark on cloud migrations to achieve scalability, cost-efficiency and higher application performance. The common service models for cloud migration are:

- IaaS: Infrastructure as a Service, which redeploys applications to a different hardware environment as a way to reduce long term on premise infrastructure costs.
- SaaS: Software as a Service – allows organisations to discard an existing application (or set of applications) and use commercial software delivered online as a service. This option allows service and development to be delivered as a service, rather than relying on internal resources. Disadvantages can include data access issues, and vendor lock-in.

Implications of CLIC

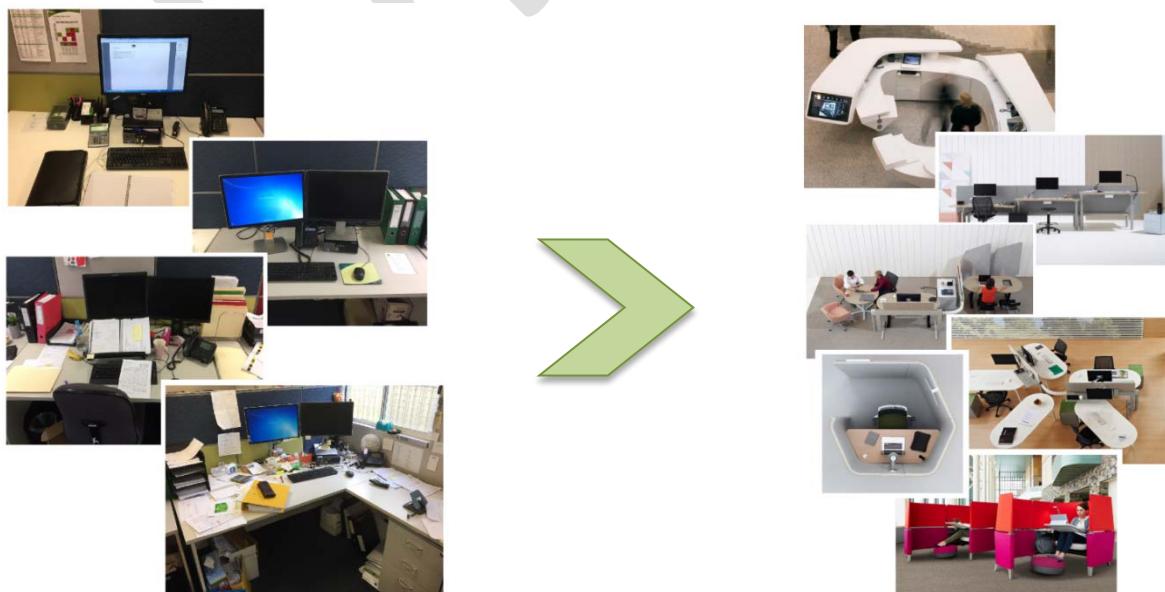
In order to address the issues raised by previous IT reviews and strategies, it is necessary to clarify the immediate implications of the construction of CLIC on the organization's IT systems. Any potential changes to how services will be delivered and how people will work, needs to be highlighted and prioritized against the previous recommendations made for City of Prospect.

The design phase of the Community Hub, Library and Innovation Centre undertaken by the architects has spoken to design concepts such as being "Smart" by integrating technology, using mobile technology, and portable customer service technology. JPE's reports to council highlight:

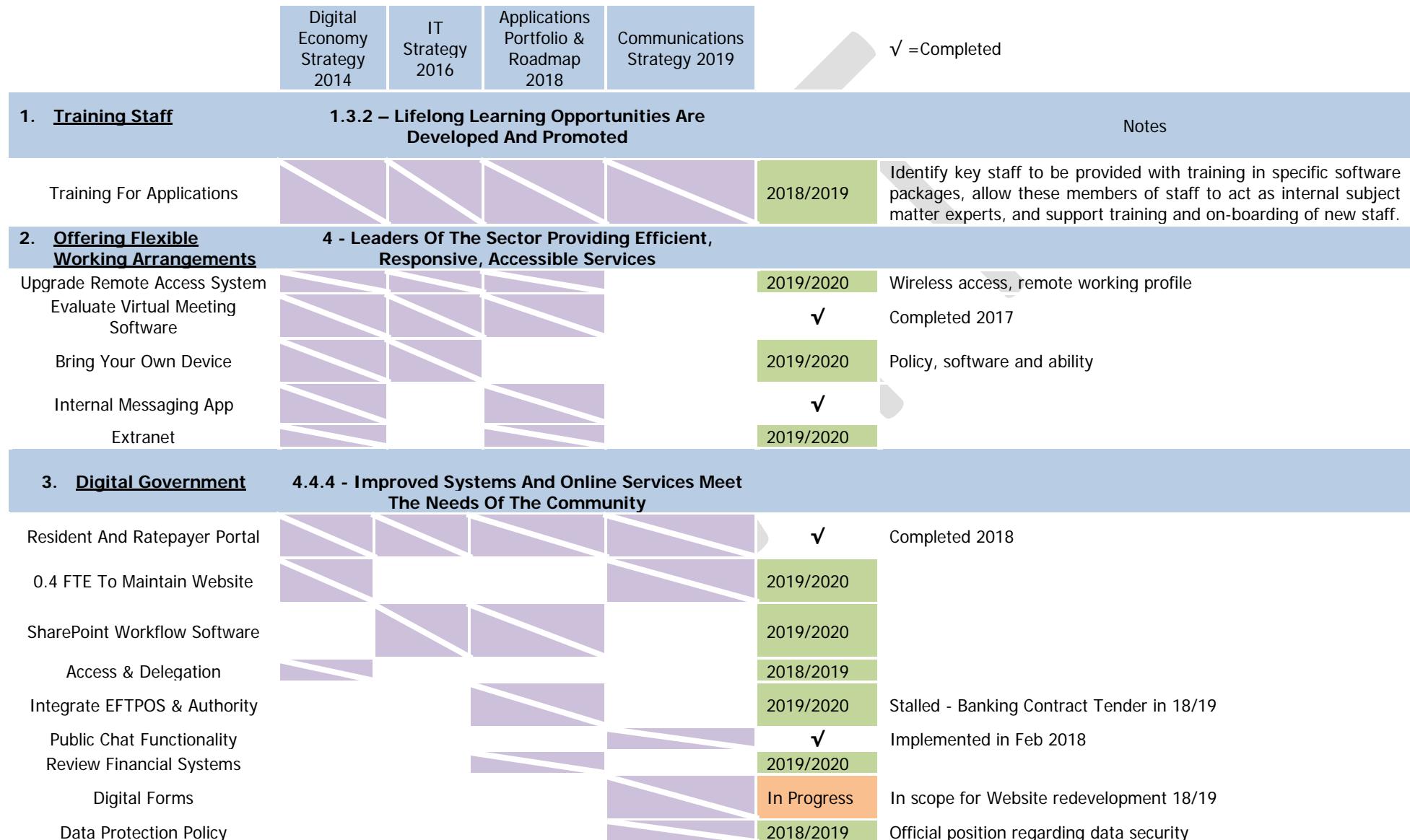
- The need to work with an IT supplier and cost consultant to review technology allowances throughout building
- Investigate the benefits of migrating infrastructure to the cloud (Infrastructure as a Service) to reduce the infrastructure purchase and maintenance costs to council.
- That IT services need to be confirmed in wider discussion about technology offering.

These points are vital to any future discussion of a City of Prospect IT Strategy, as it has the potential to fundamentally change expectations on how every business unit of the organization operates compared to how they operate today.

These images highlight the difference between how staff currently delivers services, and the mobile/minimalist design concepts being considered by JPE. If this shift in operational style is to be successful, it needs to be planned and budgeted for appropriately.



Prioritization



4. Paperless Council

3.3 - Leverage Our Digital Advantage

- File Management For Images & Movies
- File Management & Document Sharing
- Review Of Mapping Software
- Review Music/Aprá Streaming
- Review Drawing Software (CAD)
- Online Timesheets



Zegami purchased. Included in PD of Senior Communications Officer
NextCloud implemented for large file transfer- HPE Content Manager offers version control
Review mapping software, music streaming, modelling & design software

5. Communications

4.4.1 - Open And Accountable Practices And Decision Making Processes Throughout Council's Operations

- Establish An Prospect App
- Organisation Wide CRM
- Consolidate Digital Channels



Mobile & tablet responsive website redevelopment (18/19) will replace the need for the app at a lower cost with greater flexibility

Included with the PD of new Senior Communications Officer

6. Support Digital Community

3.3.1 - A High Level Of Take Up Of High Speed/High Capacity Technology

- Prospect Digital Hub
- Network Prospect
- Prospect Fast Wi-Fi
- Prospect Innovation Precinct



Established in 2013. Service re-scope until opening of CLIC

Ongoing service management by 'Business and Innovation'

Free public Wi-Fi established in 2016, offering nation leading speeds

Council investigating option to activate precinct with Gigabit Internet

7. IT Services

4 - Leaders Of The Sector Providing Efficient, Responsive, Accessible Services

- Shared Services With Other Council
- IT Business Continuity Planning



Ongoing investigations as new services are implemented

IT Strategic Priorities

The City of Prospect is a vibrant, creative, digitally connected, inclusive, community focused organization. The IT action plan provides a step by step approach to IT strategy going forward over the next 36 months and will include budget, timeline and resourcing recommendations for each business case, where applicable.

<u>PRIORITIES</u>	
<u>2018/19</u>	GIS Review Training – In-house Subject Matter Experts Data Protection Policy Define Technological Requirements for CLIC Website Revitalization Connected Cities Access and Delegation Database EFTPOS Review
<u>2019/20</u>	SharePoint Implementation Upgrade Remote Access System Business Intelligence Suite Bring Your Own Device Software Service Review <ul style="list-style-type: none">a. Music Licensesb. 3D Modelling & AutoCAD Ongoing Website Maintenance
<u>2020/21</u>	CRM Integrated Whole Organizational Review

Action Plan

2018/19

GIS Review

Exponare based GIS service is currently managed by Tonkin. The Exponare software package is now subject to no further upgrades. This current software agreement will be reviewed in 2018/19 with a view to implement a web based GIS solution (optimized for mobility) such as Spectrum Spatial Analyst, which supports a future capability to transition to the cloud.

Training – In-house Subject Matter Experts

For City of Prospect to improve efficiency and service delivery, it is important for staff to maintain and improve their skills and knowledge of the IT resources available to them. Formal training can be expensive, time consuming, and inefficient. Staff throughout the organisation have a variety of skills and experience, which, if made available, can be leveraged to help fill the gap of formalized training. With the implementation of SharePoint, these skills can be registered and made available to help support learning across the organisation. Staff with a wealth of experience and specific knowledge of a particular software package will be able to nominate themselves as a subject matter expert. This will allow them to be the first point of contact for questions about a software package, and allow them to gain further training, as new or upgraded functionality becomes available.

Data Protection Policy

In 2017, changes were made to Australia's privacy laws. The Privacy Amendment (Notifiable Data Breaches) Bill 2016 applies to organizations that are already subject to the Privacy Act, such as City of Prospect. It aims to compel the holders of data to adequately secure or dispose of that information. It also allows individuals whose personal information has been compromised by a breach to take remedial steps to lessen the adverse impact that might arise from the breach. City of Prospect must engage an expert to ensure City of Prospect's policies regarding Data Protection are in line with community expectations.

Define Technological Requirements for CLIC

The opening of the CLIC will be a watershed moment for City of Prospect. For this project to be a success, it is imperative that residents, businesses, and council employees that use the space are well supported by ICT infrastructure.

As part of defining these requirements, Council will investigate the benefits of migrating ICT infrastructure to the cloud (by investigating Infrastructure as a Service) to reduce the infrastructure establishment and maintenance costs as Council transitions into the new facility. Cloud migration is the process of moving data, and other business elements from the organisation's onsite computers to

an offsite cloud service. Cloud migration can create significant obstacles such as unexpected costs, interoperability, security gaps and unanticipated application rework, which require the development of a migration strategy and planning.

Preliminary IT discussions with Jim Allen & Associates, Lucid Consulting, and JPE Design Studio has highlighted the need for "Smart" design by integrating technology, using mobile technology, and moving toward portable customer service solutions, however there is no significant budget for technology in either the Library or the Civic Centre budget beyond the basic Audio/Visual fit out.

To avoid disruption to council services and unforeseen budgetary issues, the specific IT requirements of the new building need to be reviewed, scoped and resourced. This may include investigations into laptops to support the flexible new work space, installation of public and secure Wi-Fi systems, network design and installation, RFID solutions for collection management in the library, review of customer experience and self-service solutions for customers, a review of a paid public printing service, and the review and renewal of the Council's telephony system.

Website Revitalization

Council has engaged a local design firm to undertake the website revitalization. The project will be undertaken in three phases: Develop Deploy and Maintain. The Develop phase will be completed by 30 June 2018, with the Deploy phase to be completed in September 2018. Elected Members will have an Extranet to lodge, exchange, or view confidential documents or communications and accept external email addresses.

Connected Cities

Connected Cities, will install sensors in parks to benefit local residents and businesses while providing Council with real-time usage data. Council staff, in conjunction with partnering councils, will engage an IT development group to install a vast Low Powered Wide Area Network which will spread continuously from Burnside to Port Adelaide. This open network will create a unique open test bed for Internet of Things technologies developed by entrepreneurs, data scientists, students, and start-ups, while allowing Council to improve data driven decision making through sensor data.

Access and Delegation Database

City of Prospect's management of delegation workflows is highly manual and prone to error. The delegation workflow has been recommended for review and preparation for future integration with SharePoint.

EFTPOS Review

The current ANZ EFTPOS receipting software used by Council is incompatible with Civica's Authority Software package. Council's current banking contract with ANZ does not allow City of Prospect to adopt Civica supported EFTPOS software, currently offered by CommBank and NAB.

2019/20

SharePoint Implementation

SharePoint can be implemented to address multiple applications gaps including an effective intranet, the automation of customer facing online forms, the management of internal workflows, a central store for organisation procedures and corporate knowledge, and facilitate internal and external collaboration.

This may require the transition to Office 365 and the implementation of an enterprise version of SharePoint; involving the planning, design and build of a SharePoint site, including a Homepage/Intranet site and individual sites for Business Units. Beyond the initial build, workflows and online forms would need to be established. The estimated cost of this organisation wide digital transformation, including a migration to Office 365 and additional works is \$80,000 to \$120,000, with ongoing annual enterprise licenses pending a competitive market process.

Upgrade Remote Access System

In order to support flexible working, it may be possible for City of Prospect to move to a remote desktop platform by extending the number of Citrix licenses or using alternative technologies in the organisation. This would be particularly beneficial if City of Prospect is unable to accommodate a wide spread BYOD roll out, by allowing people to login to their own custom desktop from any remote device. The advantages provided by a remote access system over BYOD will include greater security and management.

Business Intelligence Suite

City of Prospect currently uses the Authority BIS budget management module for corporate budgeting. This suite can be used to create, update, monitor and compare data from multiple core business systems and other key corporate information stored within the system. However, this package is not user friendly, requiring the Finance Team to produce Excel reports that need an accountant to translate the information for each business area.

A project can be undertaken to review and implement business intelligence software applications (such as BIS, Crystal Reports, Magic, and Power BI) to ease and improve the understanding of departmental financial reporting, generate organisational efficiencies and in addition, reduce the dependency on finance staff for a detailed knowledge of the application, thus minimising the need for training.

City of Prospect's banking contract is scheduled for review in 2018/2019. As part of this process, options to integrate Council's EFTPOS system with Civica to improve financial reporting and efficiency will be investigated.

Bring Your Own Device

City of Prospect aspires to support more flexible working arrangements. This can be facilitated by allowing staff to complete work on their own devices, be it laptops, tablets or mobile phones. City of Prospect's policy currently allows for BYOD mobile phones and will need to be revised to extend to other devices. This will require revisions of supporting software, licenses, policy, and procurement. Key issues to be considered include; security, record keeping requirements, data protection, web and email security, wireless access, VPN access, and device management. City of Prospect will ensure security is maintained, and options for staff to purchase or lease their own devices will need to be considered.

Software Service Review

a. Music Streaming Service

City of Prospect plays music in public spaces, requiring a variety of licenses depending on the circumstances. The Australasian Performing Right Association Limited (APRA) and the Australasian Mechanical Copyright Owners Society Limited (AMCOS) are currently reviewing music licensing for Councils. City of Prospect will investigate acquiring a music streaming license through a subscription service such as Spotify or Apple Music.

b. 3D Modelling and AutoCAD

City of Prospect currently utilize 3 digital design modelling applications (Autodesk 360, AutoCad, and SketchUp). Modern applications have been introduced into the marketplace which have greater capabilities and reduce the number of applications required. New design and 3D modelling software, such as Fusion 360, will be reviewed to support modern effective practices and reduce the number of applications currently used.

Ongoing Website Maintenance

A number of City of Prospect's previous IT strategies and reviews have highlighted under resourcing of website maintenance. In the long term, this can lead to websites becoming cluttered with out of date information, being difficult to navigate, and lead to a sharp decrease in usability and customer satisfaction. Websites are an increasingly vital part of this organisation's customer service strategy, requiring additional resourcing overtime as customers become more and more reliant on the information and services they provide. Following the completion of the 2018/19 Website Revitalization Project, the website will have been reorganized and repackaged to ensure ease to use and navigation.

To ensure the website continues to be easy to use and navigate, previous reviews indicate that it is vital that additional specialist resources (0.4 FTE) be made available to the ongoing maintenance of the website.

2020/21

Organization Wide Integrated CRM Review

In the absence of an integrated system, the organisation keeps multiple contact and customer databases in a variety of applications including Civica's 'Name and Address Register', Business and Innovation's Excel database, Business and Innovation's email marketing solution, Community Engagement's database in addition to a number of other smaller databases. There is a need for an improved Customer Relationship Management (CRM) system to integrate with Authority, the customer portal, and communication systems in order to take an encompassing view of residents and customers.

A review of City of Prospect's current databases, and CRM systems in the marketplace will be undertaken to determine the best product in alignment with Prospect's needs. An effective CRM system will integrate with the Council's website and Civica's Community Portal and Name and Address register, and other online communication systems.

The Community Portal will in essence be an eServices solution for residents to transact with Prospect and will be launched from Prospect's revitalised website. This will enable customers to self-register and access their records in Authority, create service requests, pay fines and fees, and manage how Council communicate with them.

The Information Technology Strategy 2018 – 2021 will be reviewed on an annual basis and referenced for the development of business cases and project bids.